



DTRA

Making the World Safer

Defense Threat Reduction Agency

Annual Equal Employment Opportunity (EEO) Program Plan

FY 2006 Status Report and FY 2007 Plan Update

Management Directive 715 (MD-715)

January 31, 2007

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DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

PREFACE

The Defense Threat Reduction Agency (DTRA) safeguards America and its allies from weapons of mass destruction (WMD) (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, counter the threat, and mitigate its effects.

DTRA uses a comprehensive set of tools to reduce the threat of WMD. Arms control, threat reduction, technology development, combat support and chemical and biological defense make up DTRA's toolbox. The agency supports the U.S.'s nuclear deterrent capability; reduces the threat from nuclear, chemical, biological, conventional, and other special weapons; and counters threats posed by WMD. DTRA provides operational and analytical support for nuclear stockpile stewardship duties and technical support for nuclear weapons in Department of Defense (DoD) custody.

The agency focuses DoD efforts to prepare for and respond to chemical or biological attacks on U.S. or friendly forces. DTRA also oversees the development and implementation of special weapons technologies. These technologies provide U.S. military commanders with options for effective targeting against underground or hardened structures and enhanced capabilities to assess battle damage. The agency implements on-site arms control inspection, escort and monitoring activities and supports arms control confidence building activities, while developing treaty verification monitoring technologies.

DTRA implements the Cooperative Threat Reduction program, which assists former Soviet Union countries in reducing their WMD infrastructure and provides verifiable safeguards against WMD proliferation. DTRA conducts force protection vulnerability assessments designed to protect military and civilian personnel and their families from terrorist acts. The agency leads DoD efforts to support operational forces and develop field systems to counter WMD proliferation.

The Secretary of Defense's November 1997 Defense Reform Initiative directed that DTRA be created to strengthen and improve WMD threat reduction. DTRA, a designated combat support agency, was established on October 1, 1998. The agency is authorized 1,913 military and civilian personnel and has a fiscal year 2007 budget of \$2.64 billion. The director reports to the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs.

DTRA headquarters is located at Fort Belvoir, VA. The agency operates field offices at Kirtland Air Force Base, NM, Mercury, NV, and Travis Air Force Base, CA. Overseas locations include Darmstadt, Germany; London, United

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

Kingdom; Almaty, Kazakhstan; Tashkent, Uzbekistan; Moscow and Votkinsk, Russia; Kiev, Ukraine; Baku, Azerbaijan; Tbilisi, Georgia; and Yokota Air Base, Japan. Resident liaison officers are located at various organizations, including Combatant Command headquarters, in the national capitol region and overseas.

Our people make it possible to move DTRA toward fulfilling its mission. They are guided daily by the agency's values and precepts. DTRA's future goals are attainable because of the continuous development of our diverse, innovative, and skilled workforce. Courses, programs, training, and outreach increase the effectiveness of the agency's personnel. By developing the individual, the team and agency as a whole benefit from their improved skill sets. The workforce's continued leadership and dedication allow DTRA to look to the future.

The primary mission of the Equal Opportunity and Diversity Programs office is to advise and assist the DTRA Director in carrying out DTRA's responsibilities relative to Title VII of the Civil Rights Act of 1964, as amended; and all other laws, executive orders, guidance, or instructions relative to military and civilian equal employment opportunity issues. Secondly, we strive to secure an environment free from personal, social, or institutional barriers that prevent all personnel from rising to the highest level of responsibility possible.

To ensure that our Agency continues to empower its employees to achieve, our equal opportunity and diversity goals and objectives are articulated and published in the Director's policy letters to include: Diversity, Harassment, Military Equal Opportunity, Civilian Equal Employment Opportunity, and Preventing Sexual Harassment. (See Section I for copies)

Effective April 30, 2006, Deputy Secretary of Defense Gordon England signed the directive that implemented the National Security Personnel System (NSPS), a new civilian human resources system, for about 11,000 DoD employees.

Civilian employees from 12 DoD organizations, including the Defense Threat Reduction Agency, Tricare Management Activity, Naval Sea Systems Command, the Navy's Office of Civilian Human Resources and Human Resources Service Centers, Joint Warfare Analysis Center, Strategic Systems Program Office, Human Performance Center, Commander, U.S. Pacific Fleet, the Army's Civilian Human Resources Agency, which includes the Civilian Personnel Operations Center and the Civilian Personnel Advisory Centers, the Secretary of the Air Force Manpower and Reserve Affairs office, elements of Tinker Air Force Base in Oklahoma and the Air Force Audit Agency, were the first to transition to the system as part of Spiral 1.1.

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

On May 1, 2006, employees at the agencies/activities/offices listed above were converted to pay bands in lieu of their General Schedule grades and given new results-focused performance plans that are clearly linked to their organization's mission and strategic goals.

"NSPS is critical to the department's overall transformation to a results-oriented, performance-based culture. It will help us attract and retain the talent we need to execute our national security mission," said Deputy Secretary of Defense Gordon England, who also serves as the NSPS senior executive. "Our senior leaders are ready, our employees and their supervisors are trained, and we are excited about achieving this major milestone."

As a result of this conversion, DTRA is participating with the DoD working group to develop a tracking mechanism for this new personnel system. In the interim, we have converted employees back into the GS schedule to provide consistency in this report. This may not be the plan for future reports.

This report complies with Equal Employment Opportunity Commission (EEOC) management directives, other regulatory guidance, and instructions.

DIRECTOR'S POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY

EQUAL EMPLOYMENT OPPORTUNITY

February 2007

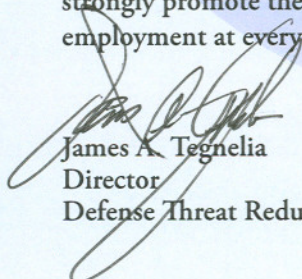
Defense Threat Reduction Agency (DTRA) provides equal employment opportunity to all employees and applicants for employment regardless of race, color, religion, age, sex, national origin, disability (mental or physical), or for having engaged in protected equal employment opportunity (EEO) activity in the past. We are personally committed to the principles of EEO and will not tolerate discrimination in any form. We also expect this same level of commitment from DTRA's leadership worldwide.

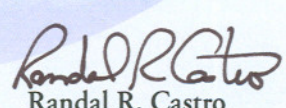
If you feel that you are a victim of discrimination, including sexual harassment, report these incidents within 45 days to the Equal Opportunity and Diversity Programs office. Complaints of discrimination will receive immediate attention and response from those involved, ensuring the rights of both the victim and the accused are protected.

As a reminder, all leaders must ensure that their employees receive equal access to the myriad programs that will allow them to achieve their full potential. Civilian and military supervisors and managers must demonstrate the same dedication and involvement in achieving the agency's EEO goals as they have displayed in accomplishing other missions and objectives. Adherence to the principles of EEO exemplifies prudent leadership and is the right thing to do.

We strongly encourage leaders to consult with the Human Resources and Equal Opportunity Offices when making critical employment decisions in recruitment, selection, training, promotion, retention, and discipline of employees.

Our signatures below signify our twofold commitment to the principles of EEO for all DTRA employees and applicants for employment. We will continue to strongly promote the concepts of EEO through our various programs of affirmative employment at every level of the agency.


James A. Tegnalia
Director
Defense Threat Reduction Agency


Randal R. Castro
Major General, USA
Deputy Director
Defense Threat Reduction Agency



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS

DIRECTOR'S POLICY STATEMENT ON EQUAL OPPORTUNITY

MILITARY EQUAL OPPORTUNITY

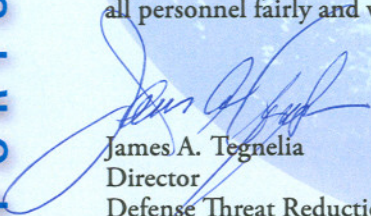
February 2007

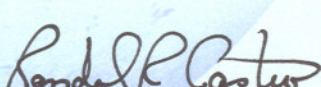
It is the policy of the Defense Threat Reduction Agency (DTRA) to provide fair treatment and equity in opportunity to all military personnel. Our team members are Soldiers, Sailors, Airmen, and Marines - active duty, Guard, and Reserve. They have our strongest personal respect and commitment.

We will not tolerate discrimination, harassment, or unequal treatment based on age, race, color, religion, gender, or national origin. Military members have our absolute assurance that the DTRA leadership will continue to maintain an environment free from personal, social, or institutional barriers that impede their ability to contribute fully to our mission and grow personally and professionally.

If incidents occur that violate this policy, you should seek prompt resolution at the lowest level by using your chain of command. Those matters that cannot be resolved should be brought to the attention of the Equal Opportunity (EO) and Diversity Programs Office. You may call the EO Complaints Manager at 703.767.4451, DSN 427.4451, or 800.824.8823. Alternative dispute resolution procedures are available to military members and we encourage you to consider exploring this method of conflict resolution with EO Office personnel, if appropriate. All formal complaints will be promptly and thoroughly investigated and appropriate action will be taken for those that are validated.

The Deputy Director and I charge each of you to actively set the example and treat all personnel fairly and with respect.


James A. Tegnolia
Director
Defense Threat Reduction Agency


Randal R. Castro
Major General, USA
Deputy Director
Defense Threat Reduction Agency



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS



DIRECTOR'S POLICY STATEMENT ON DIVERSITY

DIVERSITY

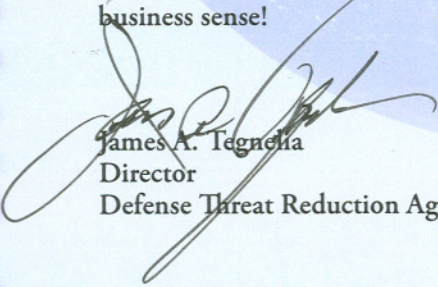
February 2007

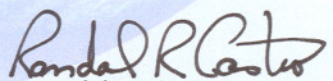
The Defense Threat Reduction Agency (DTRA) is committed to creating an environment that is characterized by inclusion, cooperation, trust, and commitment. We foster a culture where people are empowered to accomplish our mission. We are committed to ensuring that the leaders of DTRA encourage diversity of thought among its employees. Each employee brings to the workplace a different perspective on how to accomplish necessary tasks. These varied perspectives often open the door to the development of innovative solutions.

This environment will provide a platform wherein our employees will continue to grow personally and professionally. We will continue to provide training that appreciates the differences and similarities in values, beliefs, customs, and communication techniques of our employees. Diversity encourages creative collaboration. In this new global market, we must focus on employees from various educational, cultural, geographic and diverse socio-economic backgrounds to ensure success. Employees are encouraged to collaborate in order to successfully complete our mission. We are successful because we leverage the differences and similarities of all employees. We all must ensure that such an environment exists that encourages this type of collaboration.

The success of our agency comes not only from the dedication and experience of our workforce, but from its diversity. Recognizing the strategic importance of achieving a diverse workforce, we pledge to continue to recruit, train, retain, and advance our employees in a manner that is reflective of the diversity of the nation.

Workplace diversity— it is a business imperative and bottom line, it makes good business sense!


James A. Tegenella
Director
Defense Threat Reduction Agency


Randal R. Castro
Major General, USA
Deputy Director
Defense Threat Reduction Agency



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS

DIRECTOR'S POLICY STATEMENT ON SEXUAL HARASSMENT

SEXUAL HARASSMENT

February 2007

This notice outlines our policy on preventing sexual harassment in the Defense Threat Reduction Agency (DTRA). It is effective immediately and will be updated and reissued it annually.

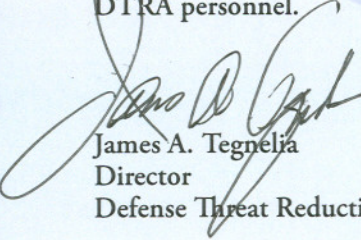
Allegations of harassment will be investigated and where substantiated, immediate and appropriate action will be taken. Zero tolerance for harassment in any form!

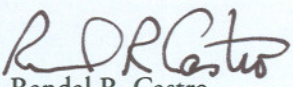
- The negative consequences of sexual harassment for our agency are many and must be measured in more than direct costs associated with complaints and lawsuits.
- Less obvious and longer lasting is the damage that can come from increased stress, strained personal relationships, decreased work effectiveness, absenteeism, higher employee turnover, lower morale, and an overall loss of credibility for DTRA.

On the other hand, respect and trust, at the individual and organizational levels, will unify our workforce and ensure we all focus on a shared vision. Supervisors must take responsibility for the actions of their subordinates and monitor the work environment to ensure that no employee is subjected to harassment or a hostile or offensive environment.

Please read the attached detailed definition of sexual harassment and information about your rights and responsibilities to take action if you are the target of harassment or if you are a manager or supervisor who knows about such conduct. If you have any questions about this policy or want to report a violation, you may contact the EO Office at 703.767.4451, DSN, 427.4451, or 1.800.824.8823.

You have our commitment to provide full protection from retaliation for those who exercise their rights under this policy and to ensure confidentiality to the extent possible. We expect total cooperation and strict adherence to this policy by all DTRA personnel.


James A. Tegnolia
Director
Defense Threat Reduction Agency


Randal R. Castro
Major General, USA
Deputy Director
Defense Threat Reduction Agency



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS

ATTACHMENT TO DIRECTOR'S POLICY STATEMENT ON SEXUAL HARASSMENT

DEFINITION AND GUIDELINES

The Equal Employment Opportunity Commission and the Department of Defense define sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

This definition emphasizes that workplace conduct, to be actionable as "abusive work environment" harassment, need not result in concrete psychological harm to the victim, but rather need only be so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the work environment as hostile or offensive. ("Workplace" is an expansive term for military members and may include conduct on or off duty, 24 hours a day.) Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

The following are guidelines on actions to take should you experience inappropriate behavior that you consider sexual harassment.

- Ask the person to stop the offensive behavior and refrain from doing it again. In some cases, the harasser might not know the behavior is offensive or unwelcome. Be firm, clear, and specific about what is offensive.
- If the behavior continues, again tell the person to stop and explain that you are going to report the behavior, if necessary, to resolve the problem. If the behavior continues, report it immediately to your supervisor, the Equal Opportunity Office, the Inspector General Office, or directly to me, the Director, DTRA.
- Claims of unlawful harassment under Title VII must be reported to the Equal Opportunity Office within 45 days of the offending behavior. Call 703.767.4451, DSN 247.4451, or 1.800.824.8823 to speak directly with an EO counselor.



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS



DIRECTOR'S POLICY STATEMENT ON HARASSMENT

HARASSMENT

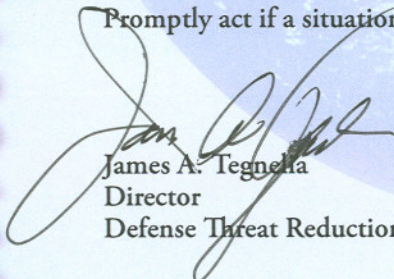
February 2007

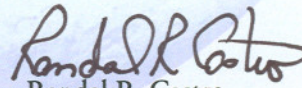
It is our policy to ensure that every employee works in an environment that is free from harassment based on sexual or non-sexual issues, to include race, color, religion national origin, age, disability, and from retaliatory harassment based on prior involvement in the Equal Employment Opportunity process. Complainants, witnesses, and any employee who provides information shall be protected from retaliation.

Please read the attached definitions of "harassment" and "hostile work environment" to clarify your understanding of these terms and your responsibility as an employee or manager.

Any Defense Threat Reduction Agency (DTRA) employee who believes that he/she is the subject of unlawful harassment should immediately report the harassment to their supervisory chain or through an appropriate avenue of redress. The Equal Opportunity (EO) and Diversity Programs Office will provide advice and assistance. Contact them at 703.767.4451, DSN 421.4451, or 800.824.8823. The complaint process is found at EO section of the DTRANet.

Managers also have a responsibility to maintain a work environment that is free from any type of harassment. This includes, but is not limited to, notifying the EO office if an employee raises an issue of discrimination or harassment. Management can and were held accountable for their own behavior and that of their employees. Promptly act if a situation is brought to your attention.


James A. Tegno
Director
Defense Threat Reduction Agency


Randal R. Castro
Major General, USA
Deputy Director
Defense Threat Reduction Agency



EQUAL OPPORTUNITY & DIVERSITY PROGRAMS

ATTACHMENT TO DIRECTOR'S POLICY STATEMENT ON HARASSMENT

DEFINITION AND GUIDELINES

Harassment:

Unwelcome verbal or physical conduct based on race, color, religion, sex (whether or not of a sexual nature and including same-gender harassment and gender identity harassment), national origin, age (40 and over), disability (mental or physical), or retaliation. An action constitutes harassment when: (1) The conduct is sufficiently severe or pervasive to create a hostile work environment; or (2) A supervisor's harassing conduct results in a tangible change in an employee's employment status or benefits (for example, demotion, termination, failure to promote, etc.).

Hostile Work Environment:

Hostile work environment harassment occurs when unwelcome comments or conduct based on sex, race or other legally protected characteristics unreasonably interferes with an employee's work performance or creates an intimidating, hostile or offensive work environment. Anyone in the workplace might commit this type of harassment – a management official, co-worker, or non-employee, such as a contractor, vendor or guest. The victim can be anyone affected by the conduct, not just the individual at whom the offensive conduct is directed.

EQUAL OPPORTUNITY & DIVERSITY PROGRAMS



EEOC FORM 715-01 PART A - D		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, 2005 to September 30, 2006.					
PART A Department or Agency Identifying Information	1. Agency		1. Defense Threat Reduction Agency		
	1.a. 2 nd level reporting component				
	1.b. 3 rd level reporting component				
	1.c. 4 th level reporting component				
	2. Address		2. 8725 John J. Kingman Road MSC, 6201		
	3. City, State, Zip Code		3. Ft. Belvoir, VA 22060-6201		
	4. CPDF Code	5. FIPS code(s)	4.DD61	5.	
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees				1. 1,131
	2. Enter total number of temporary employees				2. 49
	3. Enter total number employees paid from non-appropriated funds				3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]				4. 1,180
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Director		
	2. Agency Head Designee		2. James A. Tegnelia		
	3. Principal EEO Director/Official Official Title/series/grade		3. Linda Galimore Chief/ 0260/ YC-3		
	4. Title VII Affirmative EEO Program Official		4. MiChele Stevenson Diversity Programs Manager		
	5. Section 501 Affirmative Action Program Official		5. MiChele Stevenson Diversity Programs Manager		
	6. Complaint Processing Program Manager		6. Kimberly Loder- Albritton, Complaints Manager		
	7. Other Responsible EEO Staff				

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
	EEOC FORMS and Documents Included With This Report		
*Executive Summary [FORM 715-01 PART E], that includes:	√	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	
Brief paragraph describing the agency's mission and mission-related functions	√	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement	
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	√	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	√	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	√	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	
Summary of EEO Plan action items implemented or accomplished	√	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues	
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	√	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	√	*Organizational Chart	

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
EEO PROGRAM STATUS REPORT

Defense Threat Reduction Agency

For period covering October 1, 2005 to September 30, 2006.

EXECUTIVE SUMMARY

The mission of DTRA is to safeguard the United States and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high-yield explosives) by providing capabilities to reduce, eliminate and counter the threat and mitigate its effects.

The Equal Opportunity (EO) and Diversity Programs Office develops national civilian Equal Employment Opportunity (EEO) and military Equal Opportunity policy and program guidance, as well as annual EEO reports. The office has a full-time staff of one administrative support person, along with four EEO professionals in the 260 series augmented with one contractor as well as one full-time employee at our regional office located in Albuquerque, New Mexico. During FY06, we operated at less than a full staff due to the departure of the Chief, EO.

Courses, programs, training and outreach increase the effectiveness of the agency's personnel. By developing the individual, the team and agency as a whole benefit from their improved skill sets. It is the workforce's continued leadership and dedication that allows DTRA to look to the future.

DTRA seeks to hire a highly talented and diverse workforce. Students are hired within the agency to encourage their involvement in the federal government. The agency participates in outreach programs that focus on partnerships with educational institutions, as well as other government agencies and private companies, to increase our diverse applicant pool.

In FY06, there were 1,180 civilian women and men employed by DTRA in 14 locations throughout the world. Our FY06 program was a continuation of previous years' efforts under governing affirmative employment programs for minorities, women, and people with disabilities.

DTRA evaluated its program against the self-assessment checklist included in this report, identified areas of deficiency, and developed specific action to address them in Part H.

This year's accomplishment report and plan update contained in Part H and Part I, along with the narrative analysis immediately preceding the workforce tables is the result of an in-depth analysis. The following are FY06 executive highlights:

- 1,131 permanent employees and 49 temporary.
- 484 (41.0%) women and 696 men (58.9%); a ratio which changed from last year's total of 42% and 58%, respectively. The participation of women has declined steadily each year from 51% in FY00, to 48.8% in FY01, 47.4% in FY02, 45.7% in FY03, 44.4% in FY04, 42% in FY05, and finally to the current participation rate of 41.0%. To be more illustrative, between FY05 and FY06, the number of men employed by DTRA grew by 48 and the number of women grew by 14.

- 8.2% Hispanics, 19.4% Black, 4.2% Asian Americans/Pacific Islanders, 0.42% American Indians/Alaskan Natives, .25% Two or more races, 61.3% White and 6.3% did not have a racial identification.¹
- The representation of White women, Black men, and Asian females all decreased during FY06. Most notably, White women decreased by 18 (net change of 6.3%).
- The number of employees with targeted disabilities increased over the past year; from 9 to 10 employees. Our current percentage of 0.85% is well below the DoD target of 2.2% and the federal high of 2.27%.
- The number of employees with disabilities decreased over the past year, by one. Our current percentage is 11.1%.
- The number of career Senior Executive Service (SES) positions increased from 14 to 15; however, the representation of minorities remained constant, but the representation of women increased by one. We now have three SES women; two are White, and one is Asian.²
- The “feeder grades” to SES positions (GS grades 14 and 15) in our permanent positions, show that men comprised 70.8% in the **GS-14 positions** and women comprised 29.3%. Hispanics comprised 2.0%; Whites comprised 72.1%; Blacks comprised 13.6%; Asians comprised 6.8%; Native Hawaiian/Pacific Islanders; American Indians or Alaskan natives comprised less than 0.1% and those whose race was not identified comprised 2.7%.
- The “feeder grades” to SES positions (GS grades 14 and 15) in our permanent positions, show that men comprised 83.1% in the **GS-15 positions** and women comprised 16.9%. Hispanics comprised 2.4%; Whites comprised 83.5%; Blacks comprised 8.8%; Asians comprised 5.9%; Native Hawaiian/Pacific Islanders; American Indians or Alaskan natives comprised 0.0% and those whose race was not identified comprised 2.2%.
- While all of our seven major occupational categories have individuals with disabilities, only three categories (GS-301, Miscellaneous Administration; GS-130’s, Social Science; and GS-1300’s, Physical Science); include those with targeted disabilities. This is an increase in the 1300 series and a decrease in the 1102 series from last year. There are four employees with a targeted disability represented in our major occupational categories.
- The FY06, EEOC Form 462 report on complaint processing was filed timely with the EEOC.
- In FY06, the agency timely counseled 14 of 14 informal claims, or 100%. This was an increase from the 90% reported in FY05.

¹ WHS data provided failed to identify 100 employees with a Race or National Origin Category. This data error will skew our data and our data analysis.

² CPDF data failed to show the SES Asian woman employed by DTRA. Inquiries reveal that filters between DCPDS data files and CPDF data files erroneously remove this one employee.

- In FY06, of the 14 completed counseling, 6 individuals filed 7 complaints against the DTRA alleging employment discrimination.
- The number of complaints filed decreased by 42% from the number filed the previous year with a 40% decrease in the number of individuals who filed complaints over the same period. Twenty-nine (29%) percent of the complaints filed were by individuals who had already filed at least one other complaint during the year.
- Pre-complaint EEO counseling and Alternative Dispute Resolution (ADR) programs addressed many employees' concerns before they resulted in a formal EEO complaint. Despite offering ADR to 100% of the 14 individuals counseled in FY06, no one elected to participate in ADR, resulting in a sharp decrease of 100 % from the 40.3% reported in FY05. DTRA is not in-line with EEOC's target goal of 30% participation in ADR at the pre-complaint stage for FY06. We have updated the ADR policy, and are working towards the EEOC's targeted goal of 50% participation by FY09.
- There were four investigations completed in FY06 in an average of 143 days; a reduction in days from the 206 days processed in FY05. This is below the FY06 average for federal agencies as a whole. Further details are at Part H of this report.
- On average, the processing of a formal complaint from date of filing to date of settlement, withdrawal, or issuance of the agency's final order took 258 days, a decrease from the 285 processing days in FY05. The government-wide average in FY06 was 411 days.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Linda Galimore, Chief, EO & Diversity Programs, YC-260-3 am the

(Insert name above)

(Insert official title/series/grade above)

Principal EEO

Director/Official for


Defense Threat Reduction Agency

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

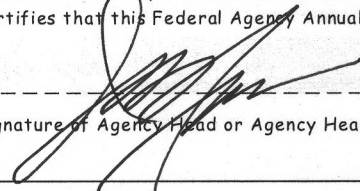
The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.


Signature of Principal EEO Director/Official

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

3/27/07
Date






Signature of Agency Head or Agency Head Designee



4/11/07
Date

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

Compliance Indicator  Measures 	EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
The Agency Head was installed in February 2005. The EEO policy statement was issued on June 2005. Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.		✓		
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		✓		
Are new employees provided a copy of the EEO policy statement during orientation?		✓		
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		✓		.
Compliance Indicator  Measures 	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?				Not Applicable.
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		✓		



Compliance Indicator  Measures 	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		✓		
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		✓		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		✓		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		✓		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		✓		Not specifically included in supervisory element, but inherent in leadership factors
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		✓		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?		✓		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		✓		Not specifically included in supervisory element
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		✓		Not specifically included in current supervisory element
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		✓		Multiple notifications, such as Newcomer's Orientation, EEO forums, Senior Leader Training, and Agency internal website
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?		✓		



Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?	✓		
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Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION





Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.





Compliance Indicator Measures	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
	Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)	✓		
	Are the duties and responsibilities of EEO officials clearly defined?	✓		
	Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?	✓		
	If the agency has 2 nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?			N/A No components
	If the agency has 2 nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?			N/A No components
	If not, please describe how EEO program authority is delegated to subordinate reporting components.			
Compliance Indicator Measures	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
	Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?	✓		





Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		✓		The Briefing was presented by the Diversity Programs Manager
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?			✓	These deliberations are conducted at the Enterprise/ Directorate level. See Part H
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		✓		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		✓		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		✓		
Compliance Indicator  Measures 	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		✓		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		✓		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		✓		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		✓		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		✓		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		✓		





Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		✓		
Compliance Indicator  Measures 	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		✓		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		✓		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		✓		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?		✓		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?		✓		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?		✓		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]		✓		
Is there sufficient funding to ensure that all employees have access to this training and information?		✓		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:		✓		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?		✓		
to provide religious accommodations?		✓		



to provide disability accommodations in accordance with the agency's written procedures?		✓		
in the EEO discrimination complaint process?		✓		
to participate in ADR?		✓		
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY				
This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
Compliance Indicator  Measures 	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		✓		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		✓		
Compliance Indicator  Measures 	[The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives see 29 CFR § 1614.102(b)(3)]	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		✓		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		✓		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		✓		
Compliance Indicator	When findings of discrimination are made, the agency explores whether or not	Measure has been met		For all unmet measures, provide a brief explanation in the space

Measures  	disciplinary actions should be taken.	Yes	No	below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		<input checked="" type="checkbox"/>		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		<input checked="" type="checkbox"/>		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		<input checked="" type="checkbox"/>		
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		<input checked="" type="checkbox"/>		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		<input checked="" type="checkbox"/>		
Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
Compliance Indicator Measures  	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met Yes No		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		<input checked="" type="checkbox"/>		
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		<input checked="" type="checkbox"/>		
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		<input checked="" type="checkbox"/>		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		<input checked="" type="checkbox"/>		

Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		✓		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		✓		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		✓		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		✓		
Compliance Indicator  Measures 	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are all employees encouraged to use ADR?		✓		
Is the participation of supervisors and managers in the ADR process required?		✓		The current agency instruction was changed December 2006 to reflect this participation
Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
Compliance Indicator  Measures 	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		✓		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?			✓	See Part H







Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		✓		
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		✓		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		✓		
Compliance Indicator  Measures 	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		✓		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		✓		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		✓		
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		✓		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		✓		
Compliance Indicator  Measures 	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are benchmarks in place that compares the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		✓		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		✓		

Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		✓		
Does the agency complete the investigations within the applicable prescribed time frame?		✓		
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		✓		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		✓		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		✓		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		✓		
Compliance Indicator  Measures 	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.	Measure has been met Yes No		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		✓		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		✓		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		✓		
Does the responsible management official directly involved in the dispute have settlement authority?		✓		
Compliance Indicator  Measures 	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	Measure has been met Yes No		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report

Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		✓		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		✓		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?			✓	See Part H
Do the agency's EEO programs address all of the laws enforced by the EEOC?		✓		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		✓		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		✓		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		✓		
Compliance Indicator  Measures 	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?			✓	Agency General Counsel has determined that separation of these functions is not feasible or required
Does the agency discrimination complaint process ensure a neutral adjudication function?		✓		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		✓		

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Compliance Indicator  Measures 	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		✓		
Compliance Indicator  Measures 	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.			✓	Defense Finance and Accounting Services is responsible for the payroll processing function of the agency
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?				
Are procedures in place to promptly process other forms of ordered relief?				
Compliance Indicator  Measures 	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		✓		

If so, please identify the employees by title in the comments section, and state how performance is measured.			Both the EO Chief and Complaints Manager are held responsible for timely compliance with EEOC orders via applicable performance standards.
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?	✓		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.			
Have the involved employees received any formal training in EEO compliance?	✓		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:	✓		
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	✓		
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	✓		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	✓		
Compensatory Damages: The final agency decision and evidence of payment, if made?	✓		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	✓		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	✓		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	✓		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	✓		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	✓		

Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	✓		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues rose as in compliance matter.	✓		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	✓		

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See *EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

**SUMMARY ANALYSIS OF EFFORTS TO ESTABLISH A
MODEL EEO PROGRAM**



Essential Element A: Demonstrated Commitment from Agency Leadership

The DTRA leadership has been instrumental in ensuring a viable and effective equal employment opportunity program. The Director supports all aspects of the agency's program. The new deputy director, Major General Randal R. Castro, reported in September 2006.

Five new written policy statements were published to express the commitment of the Director and Deputy Director to EEO and a workplace free of discriminatory harassment. These can be found at Tabs 2-6.

DTRA's senior leaders, from each directorate and staff office, met last year during a series of Strategic Planning off-sites to develop long-term goals and objectives for the accomplishment of agency missions. These goals reflect the commitment of the DTRA leadership to attract, develop, and reward a diverse workforce; to provide employees with the tools and environment to enhance work performance; and encourage career development.

During FY06, all agency directorates developed specific staffing plans as part of the overall DTRA Strategic Workforce Plan (SWP) to forecast future staffing needs based on specific and comprehensive skill gap analyses. The EO and Diversity Programs Office worked closely with the HR staff in advising directors and office chiefs on specific diversity issues and participation rates for women, minorities, and people with disabilities.

The agency's leadership also demonstrated their commitment by financially supporting various EEO programs throughout the year, to include award winners from various programs, such as the:

- Federal Asian Pacific Islander Council (FAPAC)
- Women of Color, Science and Technology Awards
- Black Engineer of the Year
- 2006 –Top Hispanics in Technology Award
- DoD Individual with a Disability Award

DTRA employees continue to be informed about EEO and diversity programs through a variety of methods including emails, web sites, internal agency news coverage (DTRA Connection), on bulletin boards, and static displays throughout the agency in DTRA locations, world-wide.

- EO policy and complaint flow charts are posted on-line and on bulletin boards at all of DTRA locations.
- The policy for Reasonable Accommodation procedures, EO programs, and the revised policy on ADR are available to all employees.



Essential Element B: Integration of EO into the Agency's Strategic Mission

During FY06, the Director created campaigns for the agency. His vision is as follows:

“DTRA is a combat support agency with a critical mission at a dangerous time in history. Our vision is to make the world safer by combating weapons of mass destruction. These are not merely words. They are our conviction, in fact, it is our rallying cry. Our vision is derived from a future picture of our organization which states: DTRA will be the intellectual, technical and operational leader for DoD and U.S. Strategic Command in the national effort to combat WMD. DTRA will be an agile, efficient, and integrated organization composed of multitasked, innovative, diverse, and principled People.”

During a DTRA senior leadership off-site conference, he communicated three important messages:

- DTRA is ONE agency. Although the agency is composed of different elements, we must work together daily in mutually supporting ways. We must break down internal barriers and truly become a team of teams.
- DTRA delivers. We have a reputation as a can-do agency. We pull off difficult tasks on schedule, on budget, and on time. We must work hard to sustain and enhance this reputation so that decisions about WMD are not made in the United States government without consulting with DTRA. Our focus is on those we serve (in business it is: customer focused) and we need to passionately make a positive difference for those organizations that rely on us.
- DTRA succeeds because of its People. Our People are our future and frankly, our most important asset. Combating WMD requires unique operational and technical insights and expertise. We must nurture and constantly replenish our professional and technical expertise for the full range of our mission while providing the kind of balanced leadership our People need and deserve.

The agency's senior leaders discussed these themes at length. The themes framed the context within which we finalized the steps needed to focus the planning, programming, budgeting, execution, and personnel practices of DTRA around campaigns. The EEO's integration into these campaigns and the strategic mission, fall under the Business Excellence Campaign which states:

- **Definition:** The Business Excellence Campaign will modernize DTRA's business practices, align infrastructure capabilities, and improve strategic workforce management so that DTRA can better achieve its mission. DTRA's revolutionized business practices will employ improved efficiencies, effectiveness, and timeliness of business activities to support proactive, responsive, and valuable business solutions.

- **Future State:** 21st century integrated business capabilities that are flexible, ethical, and efficient; aligned and responsive to the needs of DTRA's talented and diverse workforce, leadership, and customers.

What is the Business Enterprise (BE) Campaign doing for DTRA?

- Transforming all aspects of business support
- The People - Total Workforce Management
- The Processes - e.g., Acquisition, Security
- The Information Operations - Enabling IT

The Business Excellence Campaign:

- **Transforms Human Resource Management** - Strategic Workforce & Total Human Capital management
- **Revamps Acquisition Activities** - innovative, timely, responsive
- **Standardizes Processes** - improves how they are implemented across the agency
- **Improves responsiveness, transparency and availability of information** - ubiquitous, reliable, secure IT
- **Aligns IT investment to evolving Agency mission/business priorities**
- **Allows the Agency to restructure the tooth-to-tail ratio** - freeing up business support resources to be realigned to evolving mission needs

The EO created goals under this campaign which align itself with the six essential elements of a model EEO program, as required under both Title VII of the Civil Rights Act of 1964 (Title VII), as amended, and Section 501 of the Rehabilitation Act Programs.



Essential Element C: Management and Program Accountability

The senior leaders demonstrated a firm commitment to equality of opportunity for all employees and applicants for employment by attending the first EO led “State of the Agency” briefing. This group consisted of the Director and all Enterprise Directors. During this briefing, the FY05 Status Report and FY06 Plan Update were discussed. In addition to discussing strengths and weaknesses of the EEO program, recommendations for improvement were made at the senior leader level.

The EO and HR office created a cross-functional team to work on similar tasks that involve both offices. We created a team called H.E.A.R.T., the Human Capital and Equal Opportunity Advisory and Recruitment/Retention and Training team. Through this

collaborative effort, we are able to work on similar projects/reports to ensure effective coordination, such as the MD-715, Federal Equal Opportunity Recruitment Program and the Disabled Veterans Affirmative Action Program.

The Acting EO Chief meets monthly with the Director of the agency to discuss informal and formal complaints filed. By tracking these cases, we are able to report trends, issues, and problems to agency leadership for appropriate action.

The EO office created new and innovative Reasonable Accommodation pamphlets that depict the process and are posted throughout the agency. Please see Tab 24.



Essential Element D: Proactive Prevention of Unlawful Discrimination

The agency conducted a self-assessment to monitor progress, and to identify where barriers may operate to exclude certain groups.

During the year, DTRA participated in a number of forums to reach out to a diverse group of potential employees by attending conferences and job fairs. Outreach efforts were made at the following. Events focused on individuals with disabilities are in bold print:

- Hispanic Engineering & Science Organization, UNM, Albuquerque, NM
- DoD Fall Extravaganza, San Juan, PR
- Polytechnic University Job Fair, San Juan, PR
- National Women of Color Technology Awards Conference, Atlanta, GA
- Hispanic Association of Colleges and Universities, Phoenix, AZ
- **Career Expo for People with Disabilities, Washington, DC**
- **Career Expo for People with Disabilities, Los Angeles, CA**
- Black Engineer, Baltimore, MD
- **Gallaudet University Job Fair, Washington, DC**
- James Madison University Spring Career Fair, Harrisonburg, VA
- Howard University 4th Annual Spring Career Fair, Washington, DC
- National Society of Black Engineers, Pittsburgh, PA
- Presidential Management Fellows Job Fair, Washington, DC
- Georgia Association of Colleges and Employers College Career Fair
- The Washington Center Career Fair, Arlington, VA
- Federal Asian Pacific American Council National Training Conference, Honolulu, HI
- Public Service Recognition Week, Washington, DC
- National Association of Colleges and Employers, Anaheim, CA
- League of United Latin American Citizens (LULAC), Milwaukee, WI
- Federally Employed Women's Conference, Atlanta, GA
- 97th Annual NAACP National Convention/Diversity Job Fair, Washington, DC
- Blacks in Government National Training Conference, New York, NY
- Diverse City Job Fair, Washington, DC
- University of NM, Hispanic Engineer and Science Career Fair, Albuquerque, NM
- University of New Mexico, School of Business, Albuquerque, NM
- Minorities in Research Science, Baltimore, MD
- **Wounded Heroes Career Fair, Bethesda, MD**

DTRA created a new marketing brochure to promote the agency and attract diverse candidates. The brochure highlights the mission, shows that we continue to value, practice, and believe in diversity and includes various outreach programs.

The agency supports advertising in a number of journals and media throughout the country. Advertising has been an aide in making the public more familiar with DTRA throughout the years and will continue to take advantage of this process.

The agency invests in outreach advertisement in several diversity-serving publications as follows:

- Career disABLED Expo - Career & disABLED Expo (Los Angeles Edition)
- Renard Communications, Inc. - Diversity/Careers In Engineering & Info Technology Issue and the Fall and Summer Issues
- Career Communications Group – US Black Engineer Magazine
- Career Recruitment Medial/Alloy Education - Graduating Engineer Magazine
- Equal Opportunity Publications, Inc. - Career & disABLED NY Expo 2006 Edition
- Personnel Strategies Inc. - NAACP Diversity Job Fair Publication
- National Association of Colleges and Employers - 2006 Job Choice (Science Engineer & Tech Students), 2006 job Choice (Business & Liberal Arts Students)
- Olive Tree Publishing - Hispanic Network Magazine, Fall 2006

For a small organization, these recruiting efforts reflect a willingness to apply significant amounts of dollar and human resources to reaching out to attract diverse candidates for DTRA vacancies. The newly established recruiting database, coupled with newly available applicant data flow information, will assist us in monitoring the effectiveness of these community outreach efforts and planning.



Essential Element E: Efficiency

The agency works hard at achieving efficiency in its EO complaint resolution process. We are pleased to state that the agency timely counseled 14 of 14 informal claims. This is an increase from the 90% reported in FY05.

In 2006, in an effort to identify and disseminate best workplace practices, the EO office was featured in the June/July 2006 issue of Diversity/Careers in Engineering & Information Technology, the article is below:



Diversity In Action
June/July Issue of
Diversity/Careers Magazine

DTRA's agenda puts diversity right up there with security

A course on equal opportunity is mandatory for supervisors and a module on diversity is part of the agency's leadership training

Chief of staff Deborah Walls says that senior leaders at the Defense Threat Reduction Agency (DTRA) consider a diverse staff "highly important." The previous director, she recalls, listed it right up there with safety in the agency's mission.

DTRA's diversity programs manager MiChele Stevenson notes that the current director is following this lead. "After accomplishing our mission, our number one goal is to respect the differences we all bring to the table," she says. A two-day course on equal opportunity is mandatory for supervisors and a module on diversity is part of the agency's leadership course.

DTRA has additional programs to get its employees more involved in diversity awareness. This fiscal year, ten employees were selected worldwide as collateral-duty special-emphasis program managers. During their two-year terms, "They continue to do their regular jobs but spend about 20 percent of their time working on affirmative employment plans and special observances," says Stevenson.

Special emphasis programs promote equal opportunity in the hiring, advancement, training and treatment of each targeted group. They focus on removing barriers that restrict equal employment opportunity, Stevenson explains.

Each special-emphasis manager has one of DTRA's affinity groups as a specific area of responsibility. There are programs for women, people with disabilities, Hispanics, African Americans, Native Americans, Asian/Pacific Islanders and more. The managers meet quarterly to develop strategies for increasing awareness and diversity within the agency.

"We team with the program managers to ensure that our special recruitment needs are met," says Stevenson. For instance, the managers help the DTRA human capital office by attending job fairs.



Debbie Walls, chief of staff, talks with a diversity workshop attendee.



MiChele
Stevenson

The groups and special emphasis program managers are also involved in eight annual ethnic observances that take place across the Department of Defense. DTRA designs its events to "enhance cross-cultural awareness and promote harmony among all military members, their families and the civilian workforce," says Stevenson. The events are considered extensions of equal opportunity education and training objectives.

DTRA's technical people are primarily electronics, civil, structural and nuclear engineers, physicists and physical scientists and, most recently, chemists, biologists and pharmacists.

DTRA takes advantage of a workforce recruitment program geared toward people with disabilities offered by the Department of State and the Department of Labor. "We bring people in for the summer and it frequently turns into a permanent position," says Kimberly Loder-Albritton, deputy director of EEO and diversity programs.

Four years ago DTRA put in a formal mentoring program. Chief of staff Walls, who participated as a mentor during the first year, was matched with Stevenson. Walls helped Stevenson make a smooth transition from a long-term job in the contracts department to her current work as diversity programs manager.

"Mentoring is a passion with me," Walls says. "I believe it's my duty to bring people along because others have done that for me."

The program begins with an outside expert coming in once a year to identify mentors and mentees in the agency. Matches are made based on the mentee's needs and mutual interests with the mentor.



Kimberly
Loder-
Albritton

Then there's a kickoff meeting to introduce the participants and help them develop a formal mentoring plan, like frequency of meetings and hoped-for outcome. Later the expert returns to review progress and make necessary adjustments. "We have a graduation at the end of the formal program, but most pairs continue the process on their own," Walls notes.

Informally, senior leaders are encouraged to work with less experienced folks. They mostly talk about how to navigate within the agency and the federal workforce as a whole.

A specific diversity group is highlighted each month at the agency. A guest speaker is invited to the monthly senior leadership luncheon to discuss issues that particular group may have. For example, a staffer from Jesse Jackson's Rainbow Push Coalition participated in a panel for African American history month, Walls notes.

There's also a leadership forum for women, where senior leaders can discuss issues or simply network.

DTRA offers work/life balance solutions like job sharing and telecommuting. Some techies work at alternative secure sites to save commuting time.

Fort Belvoir is currently anticipating an influx of people and opportunities over the next few years as a result of base closures. As a result, two new boards have been established to help direct the flow.

The first is a career development council to help folks learn about opportunities to move higher in the organization. "People see that we're taking an interest in developing them personally," Walls says. The other is a human resources policy board that tackles issues like strategic workforce planning. The board reviews demographics, does benchmarking and monitors progress on achieving diversity goals



Essential Element F: Responsiveness and Legal Compliance

The agency fully complies with legal and regulatory compliance matters. All documents requiring legal sufficiency reviews are coordinated with the Office of General Counsel (GC).

The Acting EO Chief meets regularly with GC on matters of mutual interest and each seek the advice of "experts" when dealing with settlement agreements, final agency decisions and/or EEOC decisions or orders.

The Acting EO Chief reports all agency program efforts and accomplishments to EEOC and responds to EEOC directives and orders in accordance with EEOC instructions and time frames.

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006 Defense Threat Reduction Agency		Corresponds to Essential Element B
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	DTRA has not implemented an adequate data collection and analysis system to fully support the requirements of MD-715.	
OBJECTIVE:	Ensure availability of adequate data collection and analysis systems to permit tracking and meaningful analysis of required information.	
RESPONSIBLE OFFICIAL:	Chief of Equal Opportunity; Associate Director Business Enterprise	
DATE OBJECTIVE INITIATED:	January 31, 2006	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2007	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Continue current business case analysis review of available commercial off-the-shelf IT software products and identify source.		September 2007
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
This Part H is a continuing effort within DTRA to identify and deploy an adequate data system from which we will be able to extract RNO/gender/disability data and conduct relevant analysis and barrier identification. This initiative is now an item covered under the Business Excellence Campaign.		

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715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006 Defense Threat Reduction Agency		Corresponds to Essential Element B
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Enterprise level deliberations on recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes lack EO input.	
OBJECTIVE:	Provide proactive EO and diversity advice and guidance at the Enterprise/Directorate/Office level.	
RESPONSIBLE OFFICIAL:	Chief of Equal Opportunity and Diversity Program Manager	
DATE OBJECTIVE INITIATED:	January 31, 2006	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2007	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Attend Directorate/Office level Senior Business Officer (SBO) meetings		March 2006 – Not accomplished – Date re-established of March 2007
Review Career Development Programs and the composition of the DTRA Career Development Council (CDC) to ensure EO participation		April 2006 - Accomplished
Schedule one-on-one meetings with each Enterprise Associate Director to gain insight and ensure EO participation		March 2007 – Partially Accomplished, the EO Chief will continue these meetings
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
The Acting Chief, EO and the Diversity Programs Manager presented various briefings to the Senior Business Officers (SBO) – these presentations included specific demographics for each directorate. The goal was to stress the importance of diversifying the applicant pool for various selections. However, more EO involvement is needed during the recruitment and selection stages to ensure a diverse applicant pool. The EO office will continue to work with the Business Enterprise to ensure we are notified about upcoming SBO meetings.		

715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006	
Defense Threat Reduction Agency	Essential Element D and E
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Alternative Dispute Resolution (ADR) was not fully utilized by employees during FY06.
OBJECTIVE:	Increase participation in the ADR program.
RESPONSIBLE OFFICIAL:	ADR Advisor
DATE OBJECTIVE INITIATED:	January 2007
TARGET DATE FOR COMPLETION OF OBJECTIVE:	June 2007
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
ADR Advisor will meet with all aggrieved individuals at the onset of the informal complaint process to offer ADR, if appropriate, and ensure understanding of the process.	Start January 2007 and continue throughout the year
ADR Advisor will create updated ADR informational materials and increase dissemination throughout the agency	June 2007
ADR Advisor will develop a specific course on ADR/mediation for all agency personnel.	June 2007
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	

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715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006 Defense Threat Reduction Agency		Essential Element D and E
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Alternative Dispute Resolution (ADR) Instruction 5145.5 "strongly encourages" management and supervisory participation in the ADR process.	
OBJECTIVE:	Revise DTRA Instruction 5145.5 to require participation in those instances where the ADR Advisor determines ADR to be appropriate.	
RESPONSIBLE OFFICIAL:	ADR Advisor	
DATE OBJECTIVE INITIATED:	December 2004 January 2006 (new)	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	June 2005 July 2006 - ACCOMPLISHED	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
ADR Advisor will meet with all aggrieved individuals at the onset of the informal complaint process to offer ADR, if appropriate, and ensure understanding of the process.		January 2006 - completed
ADR Advisor will rewrite and staff changes to DTRA Instruction 5145.5.		May 2006 - completed
ADR Advisor will update ADR informational materials and increase dissemination through DTRA.		June 2006 - completed
ADR Advisor will update ADR training module included in the DTRA Newcomers' Orientation Course and develop a specific course on ADR/mediation for all agency personnel.		July 2006 - partially completed; new course will be addressed in a new Part H
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
Changes to the ADR Instruction 5145.5 were completed in October 2006; the new Instruction was signed and published on the website December 2006. This item is now closed.		

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715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006 Defense Threat Reduction Agency		Corresponds to Essential Element E
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	EEO Investigations are not completed within the applicable time limits (180 days from date formal complaint filed)	
OBJECTIVE:	Comply with applicable time frames as set forth in 29 Code of Federal Regulations 1614	
RESPONSIBLE OFFICIAL:	Complaints Manager	
DATE OBJECTIVE INITIATED:	January 2005 January 2006	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	June 2005 October 2006 - ACCOMPLISHED	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Complaints Manager will complete a thorough review of timeliness for investigations and establish goals for all stages of the complaint process.		March 2006 - completed
Review various tracking systems and institute a monitoring and tracking system.		May 2006 - completed
Initiate timeliness of the investigations into the Complaint Manager's performance standards.		April 2006 - completed
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<ul style="list-style-type: none"> • This item was closed during FY06 –all of DTRA's investigations were completed within the applicable time limits – due to the implementation of these items: • Utilized Contract Investigators • Completed all counselor's reports within 10 days of the complainant filing a formal complaint • Issued dismissal/acceptance letter within 30 days of the complainant filing a formal complaint 		

715-01 PART H

EEO Plan to Attain the Essential Elements of a Model EEO Program

FY 2006	
Defense Threat Reduction Agency	Corresponds to Essential Element E
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Some individual Defense Civilian Personnel Data System (DCPDS) and Manpower On-line Management System (MOMS) Race/National Origin (RNO), gender, and disability data are inaccurate.
OBJECTIVE:	Ensure data accuracy: Success is contingent upon receiving accurate information from DCPDS.
RESPONSIBLE OFFICIAL:	Chief of Equal Opportunity and Director of Business Enterprise
DATE OBJECTIVE INITIATED:	2004
TARGET DATE FOR COMPLETION OF OBJECTIVE:	June 2007
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Team with the HR office to send out a notice asking each employee to verify their RNO and Gender by updating their "My-Biz" accounts	March 2007
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>The EO office teamed with the BE to re-survey the workforce during FY04, that was accomplished, but errors remained. During the transition from the GS schedule to NSPS, our servicing agency, WHS, had a problem with the RNO category. As a result approximately 100 employees did not show a racial category. The EO office sent out a request to those employees to update their records. However, 74 employees have not updated their records – This year's report shows "Race Not Identified" as a category and may skew some of our outcomes.</p>	

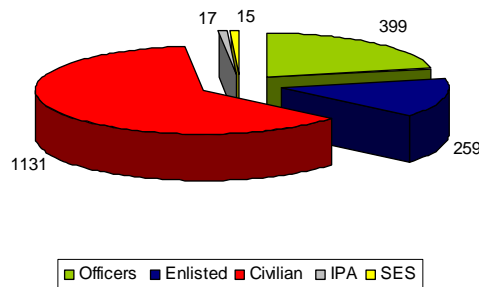
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SUMMARY ANALYSIS OF WORKFORCE TABLES AND RELEVANT PERSONNEL DATA

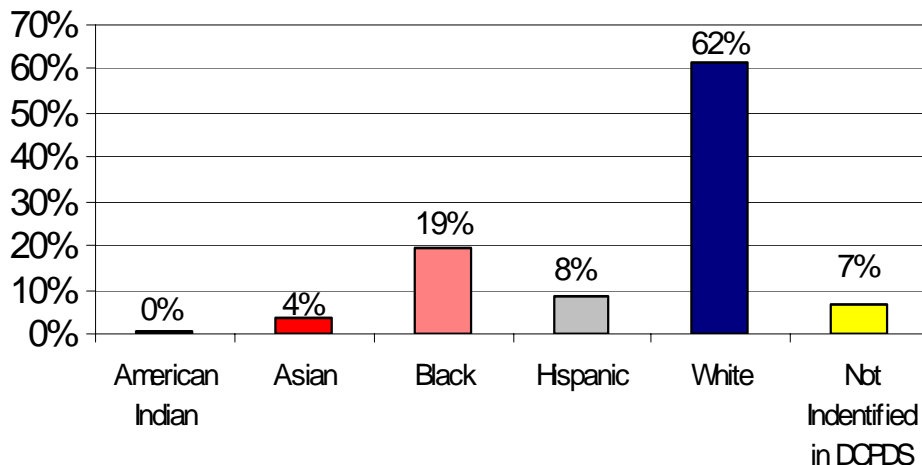
Total Workforce

During FY06, the total DTRA civilian workforce grew by 62. The permanent workforce grew by 36 and the temporary workforce increased by 26. The number of men employed grew by 48 or a total increase in representation vice last fiscal year from 57.96% to 58.98%. The number of women employed grew by 14, with a resulting decrease in overall representation from 42.04% to 41.02%. The EO office teamed with the BE to re-survey the workforce during FY04, that was accomplished, but errors remained. During the transition from the GS schedule to NSPS, our servicing agency, WHS, had a technical problem with the data collection system regarding the Race and National Origin (RNO) category. As a result, approximately 100 employees did not indicate a racial category. The EO office sent out a request to those employees to update their records. However, 74 employees have not updated their records. **This year's report shows "Race not identified" as a category and may skew some of our outcomes.**

DTRA FY06 ONBOARD STRENGTH:



From FY05 to FY06, the number of White men increased by seven; while the number of white women decreased by 18; their representation decreased from 65.7% to 61.27%. The number of Hispanic employees (both men and women) and their overall representation remained constant as it has since FY04. It is significant to note that the representation of Black men decreased by 8, from 9.9% to 8.7% while last year this group had the largest increase among the targeted groups. The number of Asian employees increased by 4 men and decreased by 2 women for an overall representational of 4.16%. The number of Native American employees remained constant as it has from FY04 to FY05.



Occupational Groups

Officials and Managers Grouping:

The Executive/Senior Level (GS-15 and above) category grew from 140 to 153. The number of men grew by 10; from 117 to 127, and the number of women in this category grew by 3; from 23 to 26. White employees increased from 118 to 125. Black women and Asian men increased by one each. This category will be monitored closely in the future. Planned actions are outlined in Part I.

The Mid-Level (Grades 13-14) category grew from 87 to 104, with the most significant increase occurring in the number of White employees (from 63 to 76).

The First-Level (Grades 12 and below) category increased from 16 to 49, with the largest increase being in the number of White employees which grew from 10 to 36.

The Other category grew from 455 to 480. The largest racial group reduction occurred in White employees.

Professionals: This category grew from 271 in FY05 to 391 in FY06. The number of men employed grew from 171 to 278, while the number of women grew from 100 to 113.

Technicians: This category increased from 19 to 25. The number of men grew from 16 to 22, while the number of women remained constant at 3. The entire increase this year was in the category of White males.

Administrative Support Worker: The number of personnel in this job category decreased from 106 to 102.

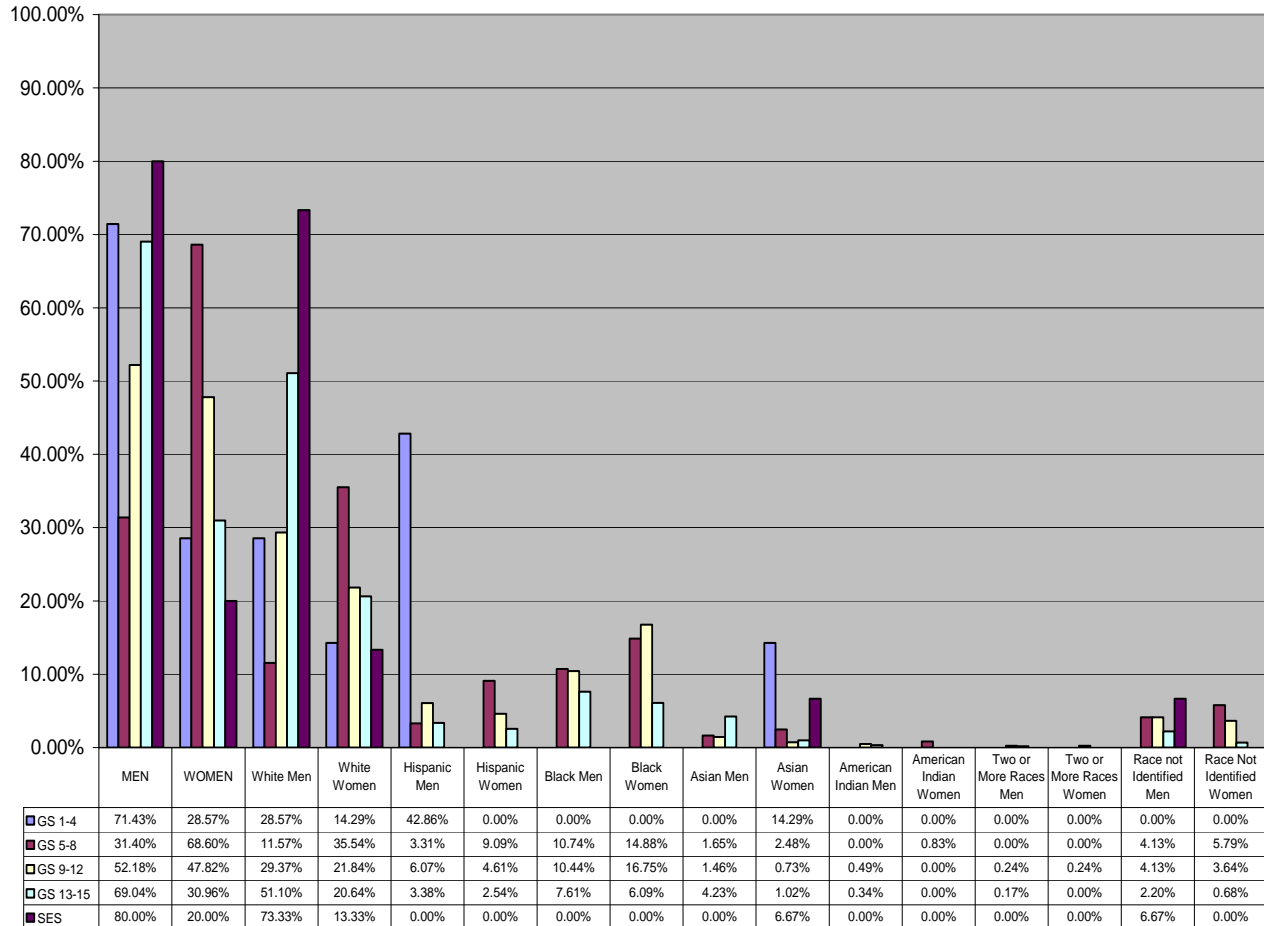
Participation across General Schedule (GS) Grades (Permanent)

Effective April 30, 2006, Deputy Secretary of Defense Gordon England signed the directive that implemented the National Security Personnel System (NSPS), a new civilian human resources system, for about 11,000 DoD employees.

Civilian employees from 12 DoD organizations, including the Defense Threat Reduction Agency, Tricare Management Activity, Naval Sea Systems Command, the Navy's Office of Civilian Human Resources and Human Resources Service Centers, Joint Warfare Analysis Center, Strategic Systems Program Office, Human Performance Center, Commander, U.S. Pacific Fleet, the Army's Civilian Human Resources Agency, which includes the Civilian Personnel Operations Center and the Civilian Personnel Advisory Centers, the Secretary of the Air Force Manpower and Reserve Affairs office, elements of Tinker Air Force Base in Oklahoma and the Air Force Audit Agency, were the first to transition to the system as part of Spiral 1.1.

Participation across General Schedule (GS) Grades (Permanent)

Men continue to predominately occupy higher grade levels.



Participation across Wage Grades

The DTRA employs three wage grade personnel, all of whom are permanent and are men; one is Hispanic – at the six level and the other two are White males at the five level. No analysis is appropriate for these data due to the small number.

Participation for Major Occupations

The DTRA monitors seven major occupations based on their relationship to our primary missions and population size – Security, Social Science, Miscellaneous Administration, Management/Program Analyst, Contracting, Physical Science, and Engineering. The following are snapshots of these major occupations and identified potential trigger points for new or continued barrier analysis and action planning.

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Security – GS-0080

This occupation saw a decrease from 56 to 51 personnel during the past fiscal year; 2 men and 3 women. The representation of Hispanics, Whites, and Asians remained constant while the number of Black personnel decreased from 17 to 13; 1 Black man and 3 Black women. This occupation shows men at 68.6% vs. women at 31.4%. This is a change from last year's representation of men at 66.1% vs. women at 33.9%. White females are significantly below their CLF levels; while we note that Black men and women exceed their CLF levels.

The groups below are currently below their relevant Civilian Labor Force (CLF) benchmark as indicated. The representation of White women is significantly below the applicable 2000 CLF and this specific discrepancy will be monitored closely in connection with actions described in Part I herein.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	
HM	3	5.3	2	3.9	2	3.9	4.7
HF	2	3.5	2	3.9	2	3.9	5.3
WF	7	12.5	7	13.7	6	11.5	39.7
AI/ANM	0	0.0	0	0.0	0	0	0.2
AI/ANF	0	0.0	0	0.0	0	0	0.2

Social Science – GS-0130

The total number of DTRA permanent positions in social science career fields remained constant over the past two years at 41; however, FY06 saw an increase of seven employees. There remains a conspicuous absence of Hispanic and Black women, Asian men and women, and American Indian men and women. The participation rate for White women is significantly less than their availability in the CLF. However, we note that the representation of Hispanic males and Black males and females increased. The representation for Black men and women in this career field exceed their CLF. Race not identified category shows six men and three women.

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	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
HF	0	0.0	0	0.0	0	0.0	1.7
HM	—	—	—	—	1	1.39	2.2
WF	9	24.3	11	26.8	11	22.9	40.4
BF	1	2.7	1	2.4	0	0.07	1.4
BM	N/A	N/A	N/A	N/A	5	4.2	1.6
AM	0	0.0	0	0.0	0	0.0	2.0
AF	0	0.0	0	0.0	0	0.0	2.1

Miscellaneous Administration – GS-0301

This occupation saw an increase from 245 to 270 personnel during the past fiscal year. This occupation is predominately male at 74.1% vs. 25.9% of women. Of note: our Black male population is 14.1% compared to the CLF of 4.9%.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
HM	5	2.4	7	2.9	7	2.6	4.7
HF	3	1.4	3	1.2	5	1.9	5.3
WF	47	23.2	43	17.6	45	16.7	39.7
AM	1	0.4	2	0.8	3	1.1	2.6
AF	0	0.0	0	0.00	0	0.0	2.3
AI/ANF	1	0.4	0	0.00	0	0.0	0.4

Management and Program Analysis – GS-0343

The total number of DTRA management/program analyst positions increased from 119 to 129 during the past fiscal year. Women continue to increase their numbers in this career field with a participation rate of 80.6%, which is significantly above the CLF benchmark of 38.6%. **White males are significantly below the CLF in this series. The 343 and 1102 series are the only major occupation series where this occurs.** The tables at Tab - 13 reveal that Hispanic

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

males and females are above the CLF in this series. Of note is that Black women are 33.3%, while their CLF is 3.3%.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
WM	9	9.8	12	10.1	12	9.3	52.5
AM	0	0.0	2	1.7	3	2.3	3.4
AI/ANM	0	0.0	0	0.0	0	0.0	0.1
AI/ANF	0	0.0	0	0	0	0.0	0.1

Contracting - GS-1102

The contracting field remained constant from FY05 to FY06. We note that Hispanic men are now above their CLF.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
HM	1	1.8	1	1.69	2	3.4	2.9
WM	19	35.2	16	27.12	15	25.4	39.8
WF	22	40.7	23	38.98	21	35.6	42.7
AI/ANM	0	0.0	0	0.00	0	0.0	0.2
AI/ANF	0	0.0	0	0.00	0	0.0	0.3

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

Physical Science - GS-1300's

The physical science career fields experienced little change in overall participation rates of women and minorities. Women remain at 12% of the total and both Asian men and women are under their expected participation rate based on their CLF benchmarks. The participation rate for White women is 7.7%, while their availability rate is 22.9%.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
HM	0	0.0	1	1.3	1	1.4	2.2
HF	0	0.0	0	0.0	0	0	1.7
BF		-	-	-	0	0.0	1.4%
WF	7	8.8	6	7.7	4	5.6	22.9
AM	6	7.5	5	6.4	4	5.6	15.3
AF	2	2.5	2	2.6	1	1.4	7.8
AI/ANM	0	0.0	0	0.0	0	0.0	0.1
AI/ANF	0	0.0	0	0.0	0	0.0	0.1

Engineering - GS-0800

Men dominate the engineering career field at 97.6% compared to women at 2.4%, well below the CLF of 10.4%. Even though CLF data indicate women to be available at the rate of 10.4%, their representation in DTRA is 2.4%, well below the benchmark. We note that Asian men exceed their CLF levels.

	FY 04		FY05		FY06		2000 CLF
	#	%	#	%	#	%	%
HM	0	0.0	1	1.3	9	11.0	3.20
HF	0	0.0	0	0.0	2	2.4	0.6
WF	7	8.8	6	7.7	0	0.0	7.10
AF	-	-	-	-	0	0	1.6
AM	6	7.5	5	6.4	15	18.2	9.9
AI/ANM	0	0.0	0	0.0	0	0.0	0.2
AI/ANF	0	0.0	0	0.0	0	0.0	0.0

Applicant Flow Data for Major Occupations

Our servicing civilian personnel office, the Human Resource Service Center (HRSC) instituted an applicant flow collection process during the 1st quarter of FY06, using the newly released OPM Standard Form (SF) 181. We will now benefit from this critical information for this year's analysis, barrier identification, action planning, and reporting. This is a voluntary process, so while the system is available, not all choose to self identify. Of the 12,849 applications received only 5,067 self identified – the largest category being White males, followed by Black females. Of those who identified their race and gender, only 60 were hired.

New Hires

149 new civilian employees came on board with DTRA during FY06, either by external hiring, transfer, or reinstatement actions. All groups were represented in these accessions. Overall, women accounted for a lower number than men (37.2% compared to 62.8%, respectively) added to the DTRA permanent workforce; Hispanics were 2.3%, Whites were 37.21%, Blacks were 12.4% Asians were 2.3%, and those that didn't identify their race was 43.4%.

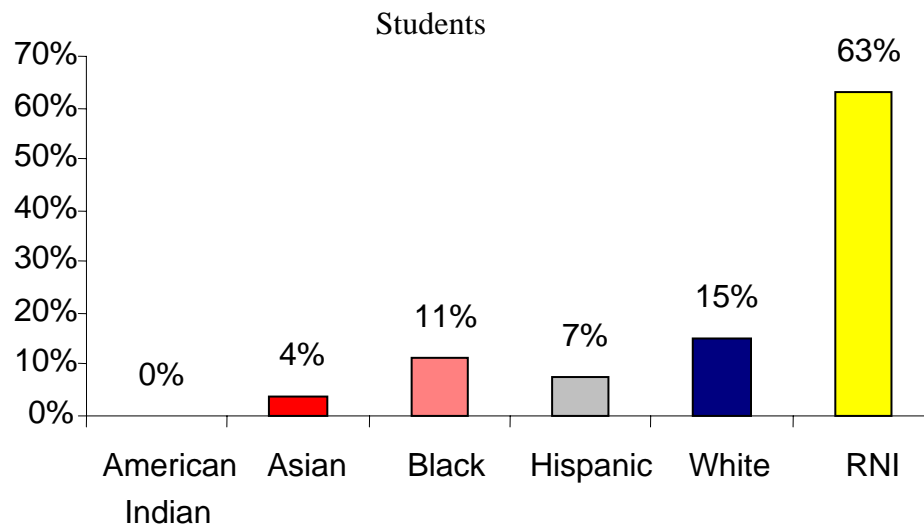
Veteran, student, and intern programs serve as DTRA's primary feeder pool. Increased emphasis is placed on recruiting students and interns from populations where low participation rates exist.

- ***Intern Program:*** During FY06, the agency centrally funded 13 career intern positions and 2 positions were funded by the Enterprises.
 - Graduated and placed in permanent positions: 3
 - Interns assigned to Headquarters: 11
 - Interns assigned to Albuquerque: 2
 - Total onboard during FY: 13
- ***Presidential Management Fellows Program:*** During FY06, the agency centrally funded nine Presidential Management Fellows (PMFs).
 - Graduated and placed in permanent positions: 2
 - Recruited new PMFs that came onboard during FY: 6
 - PMFs assigned to Headquarters: 9
 - PMFs assigned to Albuquerque: 0
 - Total onboard during FY: 9
- ***Summer Program:*** During FY06, the agency hired 24 students to participate in the summer program.
 - Returning from previous year: 10
 - Recruited new students: 11
 - WRP students: 2
 - SMART: 1
 - Assigned to Headquarters: 20
 - Assigned to Germany: 1

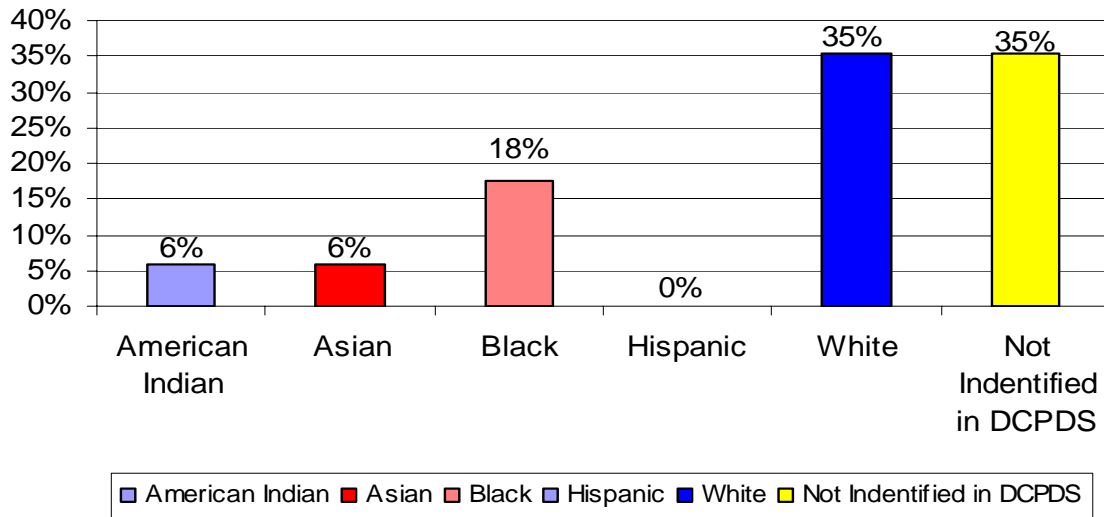
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- Assigned to Albuquerque: 3
 - Students converted from summer to STEP: 5
 - Total number of participants: 24
- **STEP Program:** Student Temporary Employment Program: During FY06, the agency had eight students participate in this program. These students work year-round while attending school in positions that are not directly related to their field of study. One student was converted during the year to SCEP.
 - **SCEP Program:** Student Career Experience Program: During FY06, the agency had nine students participate in this program. These students are majoring in a field of study, which relates directly to their work within the agency and work year-round. One student was placed in a permanent position during the year.
 - **SMART Program:** Science, Mathematics, and Research for Transformation: During FY06, the agency participated as a member in the Science Math and Research for Transformation sponsored by DoD, and hosted one participant.

The data reveal that we are not taking full advantage of the “feeder” programs to achieve diversity. White men and women are predominant participants in these programs.



Interns



New Hire Incentives:

It is DTRA policy to pay up to 25% of the annual rate of basic pay as (1) Recruitment Bonuses, (2) Relocation Bonuses, and (3) Retention Allowances. Employees new to the Federal government are also eligible for Superior Qualifications Appointments (SQA). New and current employees are also eligible for the Student Loan Repayment Program, (SLRP) which may award up to a maximum of \$10,000 per year or \$60,000 overall per employee. The effective use of these flexibilities assists in achieving, managing, and retaining a model workforce.

During FY06, 18 new and current employees were granted 22 incentives. (Two individuals received two incentives each and one received three.

Workforce Recruitment Program:

The WRP for college students with disabilities is co-sponsored by the Department of Labor (DoL) and the DoD. This program connects employers with college students and recent college graduates with disabilities who are eager to prove their abilities in the workforce. The WRP provides an opportunity for colleges and universities to place students with disabilities in summer jobs at no cost to the school, the student, or the employer. DTRA hired two students through this program during FY06. As noted earlier, two participants of the WRP were returning students who participated in the program the previous year. This item is addressed in Section H and I.

Non-Competitive Promotions – Time in Grade

Forty-nine personnel were non-competitively promoted during FY06. Men represented 44.9%, Women were 55.1%, Hispanics were 14.3%, an increase from last year's 6.4%, Whites were 61.2%, Blacks were 20.4%, Asians were 0.0%, and American Indians were 0.5% of the total. Race not identified was 4.1%. No data were available with regard to time-in-grade in excess of the minimum required.

Internal Selections for Senior Level Positions (GS-13 and 14, GS-15 and SES)

No data were available to analyze these categories. This poses a major problem in our efforts to collect data and is addressed in Part I herein.

Participation in Career Development

The agency developed a Human Capital Plan that is in coordination. A key initiative identified in the plan is succession planning and the executive development program. The executive development program is designed to focus on three distinct categories of development; senior, mid, and entry level. During FY06, Enterprises developed Strategic Workforce Staffing Plans to forecast vacancies and projected attrition. Both strategic and tactical approaches are featured in the plans as well as recommended sources for recruitment. Organizations nominate participants for most developmental programs. A limited number of competitive programs are reviewed by a panel, which includes EO representation. During FY05, agency employees participated in 1,303 instances of funded training. During FY06, agency employees participated in 764 instances of funded training with the following breakdown:

- American Indian - 0
- Asian/Pacific Islander - 21
- Black - 268
- Hispanic – 56
- White - 394
- Not Identified – 25

This is a sharp increase in the number of Hispanics as compared to none in FY05. While the numbers are still low, this is a significant increase in participation.

PARTICIPANTS IN FORMAL GOVERNMENT-WIDE CAREER DEVELOPMENT PROGRAMS

FY06 Total Number of Participants = 15 GS and Pay band

Race/National Origin & Gender	GS 5-8		GS 9-12		GS 13-15	
	#	%	#	%	#	%
Overall Total	3				1	
Total Men	1				1	
Total Women	2					
Total Blacks	1					
Black Men						
Black Women	1					
Total Hispanics	1					
Hispanic Men						
Hispanic Women	1					
Total Asian/Pacific Islanders						
Asian/Pacific Islander Men						
Asian/Pacific Islander Women						
Total Native Americans						
Native American Men						
Native American Women						
Race/National Origin & Gender	Pay Band 1		Pay Band 2		Pay Band 3	
	#	%	#	%	#	%
Overall Total	2		3		6	
Total Men			2		5	
Total Women	2		1		1	
Total Blacks	1		1		1	
Black Men						
Black Women	1		1		1	

Note: National Security Personnel System (Pay Bands reflected in lieu of GS Grades)

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PARTICIPANTS IN FORMAL AGENCY CAREER DEVELOPMENT PROGRAMS

FY06 Total Number of Participants = 44 in GS and Pay Bands

Race/National Origin & Gender	GS 1-4		GS 5-8		GS 9-12	
	#	%	#	%	#	%
Overall Total			2		3	
Total Men			1		1	
Total Women			1		2	
Total Blacks			1		1	
Black Men			1		1	
Black Women						
Total Hispanics					1	
Hispanic Men						
Hispanic Women					1	
Race/National Origin & Gender	Pay Band 1		Pay Band 2		Pay Band 3	
	#	%	#	%	#	%
Overall Total	5		28		6	
Total Men	2		17		3	
Total Women	3		11		3	
Total Blacks	2		12			
Black Men	1		5			
Black Women	1		7			
Total Hispanics			2			
Hispanic Men						
Hispanic Women			2			
Total Asian/Pacific Islanders	1					
Asian/Pacific Islander Men	1					
Asian/Pacific Islander Women						

Note: National Security Personnel System (Pay Bands reflected in lieu of GS Grades)

Employee Recognition and Awards

Of the number of Quality Step Increases given, (118) White males and females received 66.1%; the largest group being white males at 48.3%. White males and females also received the largest amount of cash awards over \$501.00.

Separations

One hundred and thirty-one employees separated from DTRA during FY06. Women separated at a rate of 47.3%, while they represent only 41.0% of the overall DTRA population. Blacks separated at a rate of 20.9%, while they represent 19.4% of the workforce. The majority of this group was Black women, at 10.9%.

Exit Survey

The Agency's Exit Survey, administered to departing military and civilian personnel in the National Capital Region (NCR) by the Equal Opportunity and Diversity Programs Office, is another attempt to acquire feedback regarding the satisfaction of the workforce and to obtain information that will aid in retention. As a section I item from last year, this is the new and revised exit survey that will allow us to proactively make changes to assist us in retention.

See Tab-17 for information on FY06 survey responses.

Discipline

Three indefinite suspensions, two Hispanic males, and one White male were processed during FY06 along with two removals, one Hispanic male, and one Black female. There are no apparent trends or barriers to equal opportunity revealed by these data.

DEFENSE THREAT REDUCTION AGENCY

Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex

Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY																	
				Hispanic or Latino		Non- Hispanic or Latino															
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified			
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
TOTAL																					
Prior FY	#	1118	648	470	52	45	450	284	111	124	31	16	0	0	4	1	0	0			
	%	100%	57.96%	42.04%	4.65%	4.03%	40.25%	25.40%	9.93%	11.09%	2.77%	1.43%	0.00%	0.00%	0.36%	0.09%	0.00%	0.00%	0.00%	0.00%	
Current FY	#	1180	696	484	52	45	457	266	103	126	35	14	0	0	4	1	2	1	43	31	
	%	100%	58.98%	41.02%	4.41%	3.81%	38.73%	22.54%	8.73%	10.68%	2.97%	1.19%	0.00%	0.00%	0.34%	0.08%	0.17%	0.08%	3.64%	2.63%	
CLF (2000)	%	100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%			
Difference	#	62	48	14	0	0	7	-18	-8	2	4	-2	0	0	0	0	2	1	43	31	
Ratio Change	%	0.00%	1.02%	-1.02%	-0.24%	-0.21%	-1.52%	-2.86%	-1.20%	-0.41%	0.19%	-0.24%	0.00%	0.00%	-0.02%	0.00%	0.17%	0.08%	3.64%	2.63%	
Net Change	%	5.55%	7.41%	2.98%	0.00%	0.00%	1.56%	-6.34%	-7.21%	1.61%	12.90%	-12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
PERMANENT																					
Prior FY	#	1095	635	460	52	45	443	277	107	121	29	16	0	0	4	1	0	0			
	%	100%	57.99%	42.01%	4.75%	4.11%	40.46%	25.30%	9.77%	11.05%	2.65%	1.46%	0.00%	0.00%	0.37%	0.09%	0.00%	0.00%	0.00%	0.00%	
Current FY	#	1131	666	465	52	45	439	256	101	123	33	13	0	0	4	1	2	1	35	26	
	%	100%	58.89%	41.11%	4.60%	3.98%	38.82%	22.63%	8.93%	10.88%	2.92%	1.15%	0.00%	0.00%	0.35%	0.09%	0.18%	0.09%	3.09%	2.30%	
Difference	#	36	31	5	0	0	-4	-21	-6	2	4	-3	0	0	0	0	2	1	35	26	
Ratio Change	%	0.00%	0.90%	-0.90%	-0.15%	-0.13%	-1.64%	-2.66%	-0.84%	-0.17%	0.27%	-0.31%	0.00%	0.00%	-0.01%	0.00%	0.18%	0.09%	3.09%	2.30%	
Net Change	%	3.29%	4.88%	1.09%	0.00%	0.00%	-0.90%	-7.58%	-5.61%	1.65%	13.79%	-18.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
TEMPORARY																					
Prior FY	#	23	13	10	0	0	7	7	4	3	2	0	0	0	0	0	0	0			
	%	100%	56.52%	43.48%	0.00%	0.00%	30.43%	30.43%	17.39%	13.04%	8.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Current FY	#	49	30	19	0	0	18	10	2	3	2	1	0	0	0	0	0	0	8	5	
	%	100%	61.22%	38.78%	0.00%	0.00%	36.73%	20.41%	4.08%	6.12%	4.08%	2.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.33%	10.20%	
Difference	#	26	17	9	0	0	11	3	-2	0	0	1	0	0	0	0	0	0	8	5	
Ratio Change	%	0.00%	4.70%	-4.70%	0.00%	0.00%	6.30%	-10.03%	-13.31%	-6.92%	-4.61%	2.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.33%	10.20%	
Net Change	%	113.04%	130.77%	90.00%	0.00%	0.00%	157.14%	42.86%	-50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
NON-APPROPRIATED																					
Prior FY	#																				
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Current FY	#																				
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Difference	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Ratio Change	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Net Change	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

DEFENSE THREAT REDUCTION AGENCY

Table A2: TOTAL WORKFORCE BY COMPONENT - Distribution by Race/Ethnicity and Sex

[illegible]

DEFENSE THREAT REDUCTION AGENCY

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table A3-2: OCCUPATIONAL CATEGORIES - Distribution by Race/Ethnicity and Sex

Occupational Categories		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
1. Officials and Managers																				
Executive/Senior Level (Grades 15 and Above)	#	153	127	26	2	1	107	18	7	5	8	1	0	0	0	0	0	0	3	1
	%	12.97%	18.25%	5.37%	3.85%	2.22%	23.41%	6.77%	6.80%	3.97%	22.86%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.98%	3.23%
- Mid-Level (Grades 13-14)	#	104	77	27	9	1	54	22	8	4	5	0	0	0	0	0	0	0	1	0
	%	8.81%	11.06%	5.58%	17.31%	2.22%	11.82%	8.27%	7.77%	3.17%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.33%	0.00%
- First-Level (Grades 12 and Below)	#	49	35	14	1	1	28	8	3	3	0	1	0	0	0	0	0	0	3	1
	%	4.15%	5.03%	2.89%	1.92%	2.22%	6.13%	3.01%	2.91%	2.38%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.98%	3.23%
- Other	#	480	234	246	17	24	137	121	51	76	5	8	0	0	4	0	2	1	18	16
	%	40.68%	33.62%	50.83%	32.69%	53.33%	29.98%	45.49%	49.51%	60.32%	14.29%	57.14%	0.00%	0.00%	100%	0.00%	100.00%	100.00%	41.86%	51.61%
Officials and Managers - TOTAL	#	786	473	313	29	27	326	169	69	88	18	10	0	0	4	0	2	1	25	18
	%	66.61%	67.96%	64.67%	55.77%	60.00%	71.33%	63.53%	66.99%	69.84%	51.43%	71.43%	0.00%	0.00%	100%	0.00%	100.00%	100.00%	58.14%	58.06%
2. Professionals	#	391	278	113	22	8	198	69	21	24	20	5	0	0	0	1	0	0	17	6
	%	33.14%	39.94%	23.35%	42.31%	17.78%	43.33%	25.94%	20.39%	19.05%	57.14%	35.71%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	39.53%	19.35%
3. Technicians	#	25	22	3	4	1	16	1	1	1	1	0	0	0	0	0	0	0	0	0
	%	2.12%	3.16%	0.62%	7.69%	2.22%	3.50%	0.38%	0.97%	0.79%	2.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4. Sales Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
5. Administrative Support Workers	#	102	30	72	4	10	10	41	13	16	1	0	0	0	0	0	0	0	2	5
	%	8.64%	4.31%	14.88%	7.69%	22.22%	2.19%	15.41%	12.62%	12.70%	2.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.65%	16.13%
6. Craft Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7. Operatives	#	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	0.17%	0.29%	0.00%	0.00%	0.00%	0.22%	0.00%	0.97%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8. Laborers and Helpers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
9. Service Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Workforce	#	1180	696	484	52	45	457	266	103	126	35	14	0	0	4	1	2	1	43	31
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table A4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Perm Only)

GS/GM, SES, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-04	#	7	5	2	3	0	2	1	0	0	0	1	0	0	0	0	0	0	0	0
	%	100%	71.43%	28.57%	42.86%	0.00%	28.57%	14.29%	0.00%	0.00%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-05	#	10	4	6	0	3	2	1	1	1	1	0	0	0	0	0	0	0	0	1
	%	100%	40.00%	60.00%	0.00%	30.00%	20.00%	10.00%	10.00%	10.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%
GS-06	#	14	4	10	1	2	2	5	1	2	0	0	0	0	0	0	0	0	0	1
	%	100%	28.57%	71.43%	7.14%	14.29%	14.29%	35.71%	7.14%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%
GS-07	#	66	26	40	2	5	10	22	8	8	1	1	0	0	0	1	0	0	5	3
	%	100%	39.39%	60.61%	3.03%	7.58%	15.15%	33.33%	12.12%	12.12%	1.52%	1.52%	0.00%	0.00%	0.00%	1.52%	0.00%	0.00%	7.58%	4.55%
GS-08	#	31	4	27	1	1	0	15	3	7	0	2	0	0	0	0	0	0	0	2
	%	100%	12.90%	87.10%	3.23%	3.23%	0.00%	48.39%	9.68%	22.58%	0.00%	6.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.45%
GS-09	#	83	39	44	4	2	15	17	13	20	1	1	0	0	0	0	0	0	6	4
	%	100%	46.99%	53.01%	4.82%	2.41%	18.07%	20.48%	15.66%	24.10%	1.20%	1.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.23%	4.82%
GS-10	#	6	0	6	0	0	0	4	0	2	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	100.00%	0.00%	0.00%	0.00%	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-11	#	156	79	77	12	8	48	38	13	22	2	1	0	0	2	0	0	1	2	7
	%	100%	50.64%	49.36%	7.69%	5.13%	30.77%	24.36%	8.33%	14.10%	1.28%	0.64%	0.00%	0.00%	1.28%	0.00%	0.00%	0.64%	1.28%	4.49%
GS-12	#	167	97	70	9	9	58	31	17	25	3	1	0	0	0	0	1	0	9	4
	%	100%	58.08%	41.92%	5.39%	5.39%	34.73%	18.56%	10.18%	14.97%	1.80%	0.60%	0.00%	0.00%	0.00%	0.00%	0.60%	0.00%	5.39%	2.40%
GS-13	#	308	191	117	15	11	132	76	27	22	8	5	0	0	1	0	1	0	7	3
	%	100%	62.01%	37.99%	4.87%	3.57%	42.86%	24.68%	8.77%	7.14%	2.60%	1.62%	0.00%	0.00%	0.32%	0.00%	0.32%	0.00%	2.27%	0.97%
GS-14	#	147	104	43	3	3	76	30	11	9	9	1	0	0	1	0	0	0	4	0
	%	100%	70.75%	29.25%	2.04%	2.04%	51.70%	20.41%	7.48%	6.12%	6.12%	0.68%	0.00%	0.00%	0.68%	0.00%	0.00%	0.00%	2.72%	0.00%
GS-15	#	136	113	23	2	1	94	16	7	5	8	0	0	0	0	0	0	0	2	1
	%	100%	83.09%	16.91%	1.47%	0.74%	69.12%	11.76%	5.15%	3.68%	5.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.47%	0.74%
All other (unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Ex. Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

DEFENSE THREAT REDUCTION AGENCY

Table A4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Perm Only)

GS/GM, SES, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Non- Hispanic or Latino															
					Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female																
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-04	#	7	5	2	3	0	2	1	0	0	0	1	0	0	0	0	0	0	0	0
	%	100%	0.75%	0.43%	5.77%	0.00%	0.46%	0.39%	0.00%	0.00%	0.00%	7.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-05	#	10	4	6	0	3	2	1	1	1	1	0	0	0	0	0	0	0	0	1
	%	100%	0.60%	1.29%	0.00%	6.67%	0.46%	0.39%	0.99%	0.81%	3.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.85%
GS-06	#	14	4	10	1	2	2	5	1	2	0	0	0	0	0	0	0	0	0	1
	%	100%	0.60%	2.15%	1.92%	4.44%	0.46%	1.95%	0.99%	1.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.85%
GS-07	#	66	26	40	2	5	10	22	8	8	1	1	0	0	0	1	0	0	5	3
	%	100%	3.90%	8.60%	3.85%	11.11%	2.28%	8.59%	7.92%	6.50%	3.03%	7.69%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	14.29%	11.54%
GS-08	#	31	4	27	1	1	0	15	3	7	0	2	0	0	0	0	0	0	0	2
	%	100%	0.60%	5.81%	1.92%	2.22%	0.00%	5.86%	2.97%	5.69%	0.00%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.69%
GS-09	#	83	39	44	4	2	15	17	13	20	1	1	0	0	0	0	0	0	6	4
	%	100%	5.86%	9.46%	7.69%	4.44%	3.42%	6.64%	12.87%	16.26%	3.03%	7.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	17.14%	15.38%
GS-10	#	6	0	6	0	0	0	4	0	2	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	1.29%	0.00%	0.00%	0.00%	1.56%	0.00%	1.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-11	#	156	79	77	12	8	48	38	13	22	2	1	0	0	2	0	0	1	2	7
	%	100%	11.86%	16.56%	23.08%	17.78%	10.93%	14.84%	12.87%	17.89%	6.06%	7.69%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%	5.71%	26.92%
GS-12	#	167	97	70	9	9	58	31	17	25	3	1	0	0	0	0	1	0	9	4
	%	100%	14.56%	15.05%	17.31%	20.00%	13.21%	12.11%	16.83%	20.33%	9.09%	7.69%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	25.71%	15.38%
GS-13	#	308	191	117	15	11	132	76	27	22	8	5	0	0	1	0	1	0	9	3
	%	100%	28.68%	25.16%	28.85%	24.44%	30.07%	29.69%	26.73%	17.89%	24.24%	38.46%	0.00%	0.00%	25.00%	0.00%	50.00%	0.00%	25.71%	11.54%
GS-14	#	147	104	43	3	3	76	30	11	9	9	1	0	0	1	0	0	0	4	0
	%	100%	15.62%	6.46%	0.45%	0.45%	11.41%	4.50%	1.65%	1.35%	1.35%	0.15%	0.00%	0.00%	0.15%	0.00%	0.00%	0.00%	0.60%	0.00%
GS-15	#	136	113	23	2	1	94	16	7	5	8	0	0	0	0	0	0	0	2	1
	%	100%	16.97%	4.95%	3.85%	2.22%	21.41%	6.25%	6.93%	4.07%	24.24%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.71%	3.85%
All other (unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Ex. Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	1131	666	465	52	45	439	256	101	123	33	13	0	0	4	1	2	1	35	26
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Temp Only)

GS/GM, SES, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Non- Hispanic or Latino															
					Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female																
GS-01	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	%	100%	0.00%	5.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%
GS-02	#	2	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	10.53%	0.00%	0.00%	0.00%	10.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-03	#	6	4	2	0	0	1	0	1	1	0	0	0	0	0	0	0	0	2	1
	%	100%	13.33%	10.53%	0.00%	0.00%	5.56%	0.00%	50.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	20.00%
GS-04	#	3	1	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
	%	100%	3.33%	10.53%	0.00%	0.00%	5.56%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%
GS-05	#	3	2	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0
	%	100%	6.67%	5.26%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	0.00%
GS-06	#	7	3	4	0	0	0	2	1	0	0	0	0	0	0	0	0	0	2	2
	%	100%	10.00%	21.05%	0.00%	0.00%	0.00%	20.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	40.00%
GS-07	#	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	10.53%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-09	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	3.33%	0.00%	0.00%	0.00%	5.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-11	#	3	2	1	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0
	%	100%	6.67%	5.26%	0.00%	0.00%	5.56%	0.00%	0.00%	33.33%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-12	#	2	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
	%	100%	6.67%	0.00%	0.00%	0.00%	5.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%
GS-13	#	2	1	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100%	3.33%	5.26%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-15	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	6.67%	0.00%	0.00%	0.00%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All other (unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Ex. Service	#	15	12	3	0	0	11	2	0	0	0	1	0	0	0	0	0	0	1	0
	%	100%	40.00%	15.79%	0.00%	0.00%	61.11%	20.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%
TOTAL	#	49	30	19	0	0	18	10	2	3	2	1	0	0	0	0	0	0	8	5
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

WD/WG, WL/WS & OTHER Wage Grades		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-05	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-06	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
All Other Wade Grades	#	3	3	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	100.00%	0.00%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

DEFENSE THREAT REDUCTION AGENCY

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DEFENSE THREAT REDUCTION AGENCY

Table A5-2: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Perm Only)

WD/WG, WL/WS & OTHER Wage Grades		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Non- Hispanic or Latino															
					Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female																
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-05	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	66.67%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-06	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	33.33%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wade Grades	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	3	3	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table A5-2: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Temp Only)

WD/WG, WL/WS & OTHER Wage Grades		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Non- Hispanic or Latino															
		All	male	female	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
					male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Grade-01	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-02	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-03	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-04	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-05	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-06	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-07	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-08	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-09	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-10	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-11	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-12	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-13	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-14	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade-15	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wade Grades	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#																			

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Perm Only)

Job Title/Series Agency Rate Occupational CLF		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Security 0080	#	52	36	16	2	2	23	6	8	5	1	1	0	0	0	0	0	0	2	2
	%	100%	69.23%	30.77%	3.85%	3.85%	44.23%	11.54%	15.38%	9.62%	1.92%	1.92%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.85%	3.85%
Occupational CLF		100%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.00%	0.00%	0.20%	0.20%	0.00%	0.00%	0.00%	0.00%
Social Science 0130s	#	48	32	16	1	0	20	11	5	2	0	0	0	0	0	0	0	0	6	3
	%	100%	66.67%	33.33%	2.08%	0.00%	41.67%	22.92%	10.42%	4.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.50%	6.25%
Occupational CLF		100%	50.10%	49.90%	1.90%	2.20%	42.00%	40.40%	2.40%	3.80%	2.00%	2.10%	0.00%	0.00%	0.60%	0.50%	0.00%	0.00%	0.00%	0.00%
Misc Admin 0301	#	270	200	70	7	5	138	45	38	18	3	0	0	0	3	0	1	0	10	2
	%	100%	74.07%	25.93%	2.59%	1.85%	51.11%	16.67%	14.07%	6.67%	1.11%	0.00%	0.00%	0.00%	1.11%	0.00%	0.37%	0.00%	3.70%	0.74%
Occupational CLF		100%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.00%	0.00%	0.20%	0.40%	0.00%	0.00%	0.00%	0.00%
Mgt/Program Analyst 0343	#	129	25	104	4	11	12	43	5	43	3	3	0	0	0	0	0	0	1	4
	%	100%	19.38%	80.62%	3.10%	8.53%	9.30%	33.33%	3.88%	33.33%	2.33%	2.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.78%	3.10%
Occupational CLF		100%	61.40%	38.60%	2.00%	1.60%	52.50%	31.10%	2.50%	3.30%	3.40%	1.90%	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%
Contracting 1102	#	59	25	34	2	4	15	21	5	5	1	1	0	0	0	0	0	1	2	2
	%	100%	42.37%	57.63%	3.39%	6.78%	25.42%	35.59%	8.47%	8.47%	1.69%	1.69%	0.00%	0.00%	0.00%	0.00%	0.00%	1.69%	3.39%	3.39%
Occupational CLF		100%	47.00%	53.00%	2.90%	3.20%	39.80%	42.70%	2.50%	4.70%	1.00%	1.30%	0.00%	0.00%	0.20%	0.30%	0.00%	0.00%	0.00%	0.00%
Physical Science 1300s	#	72	65	7	1	0	55	4	3	0	4	1	0	0	0	0	0	0	2	2
	%	100%	90.28%	9.72%	1.39%	0.00%	76.39%	5.56%	4.17%	0.00%	5.56%	1.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.78%	2.78%
Occupational CLF		100%	65.60%	34.40%	2.20%	1.70%	45.40%	22.90%	1.60%	1.40%	15.30%	7.80%	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%
Engineering 0800s	#	82	80	2	9	2	49	0	3	0	15	0	0	0	0	0	0	0	4	0
	%	100%	97.56%	2.44%	10.98%	2.44%	59.76%	0.00%	3.66%	0.00%	18.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%	0.00%
Occupational CLF		100%	89.60%	10.40%	3.20%	0.60%	71.80%	7.10%	3.00%	0.80%	9.90%	1.60%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.00%
IT Mgmt 2210	#	81	52	29	9	4	38	18	2	4	1	2	0	0	0	0	0	0	2	1
	%	100%	64.20%	35.80%	11.11%	4.94%	46.91%	22.22%	2.47%	4.94%	1.23%	2.47%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.47%	1.23%
Occupational CLF																				

DEFENSE THREAT REDUCTION AGENCY

Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Perm Only)																				
Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY																
				Hispanic or Latino	Non- Hispanic or Latino															
	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified							
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Job Title/Series: All																				
Total Received	#	12849																		
Voluntarily Identified	#	5067	2922	2145	210	87	1663	782	821	1147	125	67	6	11	49	32	48	19	0	0
	%	100%	57.67%	42.33%	4.14%	1.72%	32.82%	15.43%	16.20%	22.64%	2.47%	1.32%	0.12%	0.22%	0.97%	0.63%	0.95%	0.37%	0.00%	0.00%
Qualified of those Identified	#	1712	902	810	67	22	516	336	241	412	41	21	1	5	22	9	14	5	0	0
	%	100%	52.69%	47.31%	3.91%	1.29%	30.14%	19.63%	14.08%	24.07%	2.39%	1.23%	0.06%	0.29%	1.29%	0.53%	0.82%	0.29%	0.00%	0.00%
Selected of those Identified	#	60	36	24	2	1	22	15	10	7	1	0	0	0	0	0	1	1	0	0
	%	100%	60.00%	40.00%	3.33%	1.67%	36.67%	25.00%	16.67%	11.67%	1.67%	0.00%	0.00%	0.00%	0.00%	0.00%	1.67%	1.67%	0.00%	0.00%
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%

DEFENSE THREAT REDUCTION AGENCY

Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Temp Only)

Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY																
				Hispanic or Latino	Non- Hispanic or Latino															
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified			
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%
Job Title/Series:																				
Total Received	#																			
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
CLF		100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%

DEFENSE THREAT REDUCTION AGENCY

Table A8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY															
					Non- Hispanic or Latino															
					Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Permanent	#	129	81	48	2	1	35	13	5	11	3	0	0	0	0	0	2	1	34	22
	%	100%	62.79%	37.21%	1.55%	0.78%	27.13%	10.08%	3.88%	8.53%	2.33%	0.00%	0.00%	0.00%	0.00%	0.00%	1.55%	0.78%	26.36%	17.05%
Temporary	#	20	11	9	0	0	3	1	0	3	0	0	0	0	0	0	0	0	8	5
	%	100%	55.00%	45.00%	0.00%	0.00%	15.00%	5.00%	0.00%	15.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	40.00%	25.00%
NON-Appropriated	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLF	%	100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	0.00%	0.00%

DEFENSE THREAT REDUCTION AGENCY

Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex

Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY																
				Hispanic or Latino	Non- Hispanic or Latino															
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified			
	All	male	female		male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Job Series of Vacancy: Security (0080) - Total Applications Received: 1287																				
Voluntarily Identified	#	518	450	68	24	4	244	22	147	40	5	0	0	0	21	1	9	1		
Qualified of those Identified	#	132	120	12	5	2	62	5	37	5	0	0	0	0	14	0	2	0		
	%	100%	90.91%	9.09%	3.79%	1.52%	46.97%	3.79%	28.03%	3.79%	0.00%	0.00%	0.00%	0.00%	10.61%	0.00%	1.52%	0.00%	0.00%	0.00%
Selected of those Identified	#	5	4	1	1	0	3	1	0	0	0	0	0	0	0	0	0	0		
	%	100%	80.00%	20.00%	20.00%	0.00%	60.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Social Science (0130s) - Total Applications Received: 1197																				
Voluntarily Identified	#	454	375	79	30	4	265	40	62	27	4	6	0	0	10	0	4	2		
Qualified of those Identified	#	133	115	18	12	0	88	14	12	3	0	1	0	0	3	0	0	0		
	%	100%	86.47%	13.53%	9.02%	0.00%	66.17%	10.53%	9.02%	2.26%	0.00%	0.75%	0.00%	0.00%	2.26%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#	5	3	2	0	0	2	2	1	0	0	0	0	0	0	0	0	0		
	%	100%	60.00%	40.00%	0.00%	0.00%	40.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Miscellaneous Admin (0301) - Total Applications Received: 2907																				
Voluntarily Identified	#	1130	785	345	49	15	495	133	193	178	26	8	1	2	7	6	14	3		
Qualified of those Identified	#	289	196	93	12	2	120	48	52	41	6	2	1	0	1	0	4	0		
	%	100%	67.82%	32.18%	4.15%	0.69%	41.52%	16.61%	17.99%	14.19%	2.08%	0.69%	0.35%	0.00%	0.35%	0.00%	1.38%	0.00%	0.00%	0.00%
Selected of those Identified	#	16	13	3	0	0	8	3	4	0	0	0	0	0	0	0	1	0		
	%	100%	81.25%	18.75%	0.00%	0.00%	50.00%	18.75%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Mgmt/Program Analyst (0343) - Total Applications Received: 3390																				
Voluntarily Identified	#	1331	480	851	44	23	229	288	177	496	15	27	0	4	2	11	13	2		
Qualified of those Identified	#	511	145	366	14	5	73	141	46	202	5	9	0	3	2	4	5	2		
	%	100%	28.38%	71.62%	2.74%	0.98%	14.29%	27.59%	9.00%	39.53%	0.98%	1.76%	0.00%	0.59%	0.39%	0.78%	0.98%	0.39%	0.00%	0.00%
Selected of those Identified	#	9	1	8	0	0	1	4	0	3	0	0	0	0	0	0	0	1		
	%	100%	11.11%	88.89%	0.00%	0.00%	11.11%	44.44%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	11.11%	0.00%	0.00%
Relevant Applicant Pool	%																			

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

DEFENSE THREAT REDUCTION AGENCY

Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Continued)

Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY																
				Hispanic or Latino	Non- Hispanic or Latino															
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified			
	All	male	female		male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Series of Vacancy: Contracting (1102) - Total Applications Received: 106																				
Voluntarily Identified	#	38	16	22	1	0	9	15	5	4	0	1	0	0	0	1	1	1		
Qualified of those Identified	#	21	7	14	1	0	3	9	3	3	0	1	0	0	0	0	0	1		
	%	100%	33.33%	66.67%	4.76%	0.00%	14.29%	42.86%	14.29%	14.29%	0.00%	4.76%	0.00%	0.00%	0.00%	0.00%	0.00%	4.76%	0.00%	0.00%
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Physical Science (1300s) - Total Applications Received: 368																				
Voluntarily Identified	#	151	126	25	9	0	82	14	13	8	16	2	1	0	3	0	2	1		
Qualified of those Identified	#	28	23	5	1	0	18	1	2	4	1	0	0	0	0	0	1	0		
	%	100%	82.14%	17.86%	3.57%	0.00%	64.29%	3.57%	7.14%	14.29%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	3.57%	0.00%	0.00%	0.00%
Selected of those Identified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0		
	%	100%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Engineering (0800s) - Total Applications Received: 328																				
Voluntarily Identified	#	96	84	12	8	0	48	8	10	4	15	0	2	0	1	0	0	0		
Qualified of those Identified	#	49	44	5	6	0	27	4	3	1	8	0	0	0	0	0	0	0		
	%	100%	89.80%	10.20%	12.24%	0.00%	55.10%	8.16%	6.12%	2.04%	16.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			
Job Series of Vacancy: Information Technology Mgmt (2210) - Total Applications Received: 487																				
Voluntarily Identified	#	194	139	55	8	6	72	24	42	18	13	7	0	0	4	0	0	0		
Qualified of those Identified	#	100	70	30	3	3	33	13	24	11	8	3	0	0	2	0	0	0		
	%	100%	70.00%	30.00%	3.00%	3.00%	33.00%	13.00%	24.00%	11.00%	8.00%	3.00%	0.00%	0.00%	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#	2	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0		
	%	100%	50.00%	50.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%																			

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

DEFENSE THREAT REDUCTION AGENCY

Table A10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE - Distribution by Race/Ethnicity and Sex

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex																				
Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
		White		Black or African American			Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified					
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Grade(s) of Vacancy: GS 13 - Total Applications Received: 4017																				
Voluntarily Identified	#	1586	955	631	56	27	504	242	314	330	41	18	1	4	25	4	14	6		
	%	100%	60.21%	39.79%	3.53%	1.70%	31.78%	15.26%	19.80%	20.81%	2.59%	1.13%	0.06%	0.25%	1.58%	0.25%	0.88%	0.38%	0.00%	0.00%
Qualified of those Identified	#	573	336	237	16	5	183	105	102	116	11	7	0	2	18	0	6	2		
	%	100%	58.64%	41.36%	2.79%	0.87%	31.94%	18.32%	17.80%	20.24%	1.92%	1.22%	0.00%	0.35%	3.14%	0.00%	1.05%	0.35%	0.00%	0.00%
Selected of those Identified	#	17	13	4	2	0	7	3	4	0	0	0	0	0	0	0	0	1		
	%	100%	76.47%	23.53%	11.76%	0.00%	41.18%	17.65%	23.53%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.88%	0.00%	0.00%
Relevant Applicant Pool																				
Grade(s) of Vacancy: GS 14 - Total Applications Received: 1319																				
Voluntarily Identified	#	442	338	104	25	4	206	59	69	34	23	6	0	0	6	0	9	1		
	%	100%	76.47%	23.53%	5.66%	0.90%	46.61%	13.35%	15.61%	7.69%	5.20%	1.36%	0.00%	0.00%	1.36%	0.00%	2.04%	0.23%	0.00%	0.00%
Qualified of those Identified	#	139	101	38	5	0	63	26	26	9	4	2	0	0	1	0	2	1		
	%	100%	72.66%	27.34%	3.60%	0.00%	45.32%	18.71%	18.71%	6.47%	2.88%	1.44%	0.00%	0.00%	0.72%	0.00%	1.44%	0.72%	0.00%	0.00%
Selected of those Identified	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0		
	%	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool																				
Grade(s) of Vacancy: GS 15 - Total Applications Received: 2026																				
Voluntarily Identified	#	642	482	160	31	8	327	92	83	51	27	7	1	0	5	1	8	1		
	%	100%	75.08%	24.92%	4.83%	1.25%	50.93%	14.33%	12.93%	7.94%	4.21%	1.09%	0.16%	0.00%	0.78%	0.16%	1.25%	0.16%	0.00%	0.00%
Qualified of those Identified	#	254	166	88	14	3	106	53	31	28	11	4	0	0	2	0	2	0		
	%	100%	65.35%	34.65%	5.51%	1.18%	41.73%	20.87%	12.20%	11.02%	4.33%	1.57%	0.00%	0.00%	0.79%	0.00%	0.79%	0.00%	0.00%	0.00%
Selected of those Identified	#	5	4	1	0	0	3	1	1	0	0	0	0	0	0	0	0	0		
	%	100%	80.00%	20.00%	0.00%	0.00%	60.00%	20.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool																				
Grade(s) of Vacancy:																				
Voluntarily Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those Identified	#																			
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool																				
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.																				

DEFENSE THREAT REDUCTION AGENCY

Table A12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Race/Ethnicity and Sex

Employment Tenure	TOTAL WORKFORCE			RACE/ETHNICITY															
				Hispanic or Latino	Non- Hispanic or Latino														
					White	Black or African American	Asian		Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native		Two or more races		Race not identified					
	All	male	female													male	female	male	female
Career Development Programs for GS 5 - 12:																			
Slots	#																		
Relevant Pool	%																		
Applied	#	39	18	21	0	3	11	7	7	10	1	0	0	0	0	0	0	0	0
	%	100%	46.15%	53.85%	0.00%	7.69%	28.21%	17.95%	17.95%	25.64%	2.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Participants	#	38	17	21	0	3	10	7	7	10	1	0	0	0	0	0	0	0	0
	%	100%	44.74%	55.26%	0.00%	7.89%	26.32%	18.42%	18.42%	26.32%	2.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Career Development Programs for GS 13 - 14:																			
Slots	#																		
Relevant Pool	%																		
Applied	#	18	9	9	0	1	6	6	2	2	0	0	0	0	1	0	0	0	0
	%	100%	50.00%	50.00%	0.00%	5.56%	33.33%	33.33%	11.11%	11.11%	0.00%	0.00%	0.00%	0.00%	5.56%	0.00%	0.00%	0.00%	0.00%
Participants	#	16	7	9	0	1	5	6	2	2	0	0	0	0	0	0	0	0	0
	%	100%	43.75%	56.25%	0.00%	6.25%	31.25%	37.50%	12.50%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Career Development Programs for GS 15 and SES:																			
Slots	#																		
Relevant Pool	%																		
Applied	#	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100%	0.00%	0.00%	0.00%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Participants	#	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100%	0.00%	0.00%	0.00%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

"Relevant Pool" includes all employees in pay grades eligible for the career development program.

DEFENSE THREAT REDUCTION AGENCY

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table A14: SEPARATIONS BY TYPE OF SEPARATION - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY															
					Non- Hispanic or Latino															
					Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		Race not identified	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Voluntary	#	129	68	61	3	2	40	32	13	14	0	2	0	0	0	0	0	0	12	11
	%	100%	52.71%	47.29%	2.33%	1.55%	31.01%	24.81%	10.08%	10.85%	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	9.30%	8.53%
Involuntary	#	2	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	50.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	#	131	69	62	4	2	40	32	13	15	0	2	0	0	0	0	0	0	12	11
	%	100%	52.67%	47.33%	3.05%	1.53%	30.53%	24.43%	9.92%	11.45%	0.00%	1.53%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	9.16%	8.40%
Total Workforce	#	1180	696	484	52	45	457	266	103	126	35	14	0	0	4	1	2	1	43	31
	%	100%	58.98%	41.02%	4.41%	3.81%	38.73%	22.54%	8.73%	10.68%	2.97%	1.19%	0.00%	0.00%	0.34%	0.08%	0.17%	0.08%	3.64%	2.63%

DEFENSE THREAT REDUCTION AGENCY

Table B1: TOTAL WORKFORCE - Distribution by Disability [OPM Form 256 Self-Identification Codes]

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B2: TOTAL WORKFORCE BY COMPONENT - Distribution by Disability [OPM Form 256 Self-Identification Codes]

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B3-1: OCCUPATIONAL CATEGORIES - Distribution by Disability Employees

[illegible]

DEFENSE THREAT REDUCTION AGENCY

[illegible]

DEFENSE THREAT REDUCTION AGENCY

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table B4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Perm Only)

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28, 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine
GS - 01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 04	#	7	4	0	3	2	0	0	0	0	0	0	2	0	0
	%	100%	57.14%	0.00%	42.86%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	28.57%	0.00%	0.00%
GS - 05	#	10	9	0	1	1	0	1	0	0	0	0	0	0	0
	%	100%	90.00%	0.00%	10.00%	10.00%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 06	#	14	10	0	4	1	0	0	0	0	0	0	0	1	0
	%	100%	71.43%	0.00%	28.57%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	0.00%
GS - 07	#	66	56	2	8	2	1	0	0	0	0	0	1	0	0
	%	100%	84.85%	3.03%	12.12%	3.03%	1.52%	0.00%	0.00%	0.00%	0.00%	0.00%	1.52%	0.00%	0.00%
GS - 08	#	31	26	0	5	0	0	0	0	0	0	0	0	0	0
	%	100%	83.87%	0.00%	16.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS- 09	#	83	71	0	12	0	0	0	0	0	0	0	0	0	0
	%	100%	85.54%	0.00%	14.46%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 10	#	6	5	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	83.33%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 11	#	156	139	7	10	0	0	0	0	0	0	0	0	0	0
	%	100%	89.10%	4.49%	6.41%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 12	#	167	148	5	14	1	0	0	0	1	0	0	0	0	0
	%	100%	88.62%	2.99%	8.38%	0.60%	0.00%	0.00%	0.00%	0.60%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 13	#	308	269	8	31	2	0	0	0	0	0	2	0	0	0
	%	100%	87.34%	2.60%	10.06%	0.65%	0.00%	0.00%	0.00%	0.00%	0.00%	0.65%	0.00%	0.00%	0.00%
GS - 14	#	147	124	3	20	0	0	0	0	0	0	0	0	0	0
	%	100%	84.35%	2.04%	13.61%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 15	#	136	116	1	19	0	0	0	0	0	0	0	0	0	0
	%	100%	85.29%	0.74%	13.97%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other (EX)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SES	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Workforce	#	1131	977	26	128	9	1	1	0	1	0	2	3	1	0
	%	100%	86.38%	2.30%	11.32%	0.80%	0.09%	0.09%	0.00%	0.09%	0.00%	0.18%	0.27%	0.09%	0.00%

DEFENSE THREAT REDUCTION AGENCY

Table B4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Perm Only)

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28, 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine
GS - 01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 04	#	7	4	0	3	2	0	0	0	0	0	0	2	0	0
	%	0.62%	0.41%	0.00%	2.34%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%
GS - 05	#	10	9	0	1	1	0	1	0	0	0	0	0	0	0
	%	0.88%	0.92%	0.00%	0.78%	11.11%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 06	#	14	10	0	4	1	0	0	0	0	0	0	0	1	0
	%	1.24%	1.02%	0.00%	3.13%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
GS - 07	#	66	56	2	8	2	1	0	0	0	0	0	1	0	0
	%	5.84%	5.73%	7.69%	6.25%	22.22%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%
GS - 08	#	31	26	0	5	0	0	0	0	0	0	0	0	0	0
	%	2.74%	2.66%	0.00%	3.91%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS- 09	#	83	71	0	12	0	0	0	0	0	0	0	0	0	0
	%	7.34%	7.27%	0.00%	9.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 10	#	6	5	0	1	0	0	0	0	0	0	0	0	0	0
	%	0.53%	0.51%	0.00%	0.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 11	#	156	139	7	10	0	0	0	0	0	0	0	0	0	0
	%	13.79%	14.23%	26.92%	7.81%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 12	#	167	148	5	14	1	0	0	0	1	0	0	0	0	0
	%	14.77%	15.15%	19.23%	10.94%	11.11%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 13	#	308	269	8	31	2	0	0	0	0	0	2	0	0	0
	%	27.23%	27.53%	30.77%	24.22%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
GS - 14	#	147	124	3	20	0	0	0	0	0	0	0	0	0	0
	%	13.00%	12.69%	11.54%	15.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 15	#	136	116	1	19	0	0	0	0	0	0	0	0	0	0
	%	12.02%	11.87%	3.85%	14.84%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other (Unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Executive Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Workforce	#	1131	977	26	128	9	1	1	0	1	0	2	3	1	0
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table B4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Temp Only)

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28, 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine
GS - 01	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	2.04%	2.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 02	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.08%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 03	#	6	5	0	1	0	0	0	0	0	0	0	0	0	0
	%	12.24%	11.11%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 04	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	6.12%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 05	#	3	2	0	1	1	0	0	0	0	0	0	0	1	0
	%	6.12%	4.44%	0.00%	33.33%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
GS - 06	#	7	5	1	1	0	0	0	0	0	0	0	0	0	0
	%	14.29%	11.11%	100.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 07	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.08%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS- 09	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	2.04%	2.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 11	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	6.12%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 12	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.08%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 13	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.08%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 15	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.08%	4.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other (Unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior Executive Service	#	15	15	0	0	0	0	0	0	0	0	0	0	0	0
	%	30.61%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Workforce	#	49	45	1	3	1	0	0	0	0	0	0	0	1	0
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B5-1: PARTICIPATION RATES FOR WAGE GRADES by Disability (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B5-2: PARTICIPATION RATES FOR WAGE GRADES by Disability (Perm Only)

WD/WG, WL/WS Other Wage Grades		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28, 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine
Grade - 01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 03	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 05	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	66.67%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 06	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	33.33%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wage Grades	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table B5-2: PARTICIPATION RATES FOR WAGE GRADES by Disability (Temp Only)

WD/WG, WL/WS Other Wage Grades		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28, 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine
Grade - 01	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 02	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 03	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 04	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 05	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 06	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 07	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 08	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 09	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 10	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 11	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 12	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 13	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Other Wage Grades	#														
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	#														
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NOTE: Percentages computed down columns and NOT across rows.

DEFENSE THREAT REDUCTION AGENCY

Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability (Perm Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B7: APPLICATIONS AND HIRES by Disability (Temp Only)

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B8: NEW HIRES By Type of Appointment - Distribution by Disability

Type of Appointment		Total	Total by Disability Status				Detail for Targeted Disabilities							
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness
Permanent	#	129	123	1	5	1	0	1	0	0	0	0	0	0
	%	100%	95.35%	0.78%	3.88%	0.78%	0.00%	0.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Temporary	#	20	18	1	1	0	0	0	0	0	0	0	0	0
	%	100%	90.00%	5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Non-Appropriated	#													
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	#	149	141	2	6	1	0	1	0	0	0	0	0	0
	%	100%	94.63%	1.34%	4.03%	0.67%	0.00%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Prior Year	%	100%	91.67%	1.94%	6.39%	0.83%	0.28%	0.00%	0.00%	0.00%	0.00%	0.28%	0.00%	0.28%

DEFENSE THREAT REDUCTION AGENCY

(92) Distortion of Limb/Spine
0
0.00%
0
0.00%
0.00%
0
0.00%
0.00%

DEFENSE THREAT REDUCTION AGENCY

Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability

[illegible]

DEFENSE THREAT REDUCTION AGENCY

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

DEFENSE THREAT REDUCTION AGENCY

Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability (Continued)

		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion of Limb/Spine
Job Series: Contracting (1102)															
Total Applications Received	#	106	45	54	7	2									
	%	100%	42.45%	50.94%	6.60%	1.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified	#	21	15	0	6	2									
	%	100%	71.43%	0.00%	28.57%	9.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected	#	0	0	0	0	0									
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%														
Job Series: Physical Science (1300s)															
Total Applications Received	#	368	170	190	8	0									
	%	100%	46.20%	51.63%	2.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified	#	28	28	0	0	0									
	%	100%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected	#	1	1	0	0	0									
	%	100%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%														
Job Series: Engineering (0800s)															
Total Applications Received	#	328	107	207	14	1									
	%	100%	32.62%	63.11%	4.27%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified	#	49	44	0	5	1									
	%	100%	89.80%	0.00%	10.20%	2.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected	#	2	2	0	0	0									
	%	100%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%														
Job Series: Information Technology Mgmt (2210)															
Total Applications Received	#	487	203	251	33	7									
	%	100%	41.68%	51.54%	6.78%	1.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Qualified	#	100	86	0	14	4									
	%	100%	86.00%	0.00%	14.00%	4.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected	#	2	2	0	0	0									
	%	100%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Relevant Applicant Pool	%														
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.															

DEFENSE THREAT REDUCTION AGENCY

Table B10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE by Disability

[illegible]

DEFENSE THREAT REDUCTION AGENCY

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL (GS 13/14, GS 15, SES) POSITIONS by Disability

[illegible]

DEFENSE THREAT REDUCTION AGENCY

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

DEFENSE THREAT REDUCTION AGENCY

Table B12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Disability

			Total by Disability Status					Detail for Targeted Disabilities							
			Total	(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness
Career Development Programs for GS 5-12															
Slots	#														
Relevant Pool	%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Applied	#	39	32	2	5	0	0	0	0	0	0	0	0	0	0
	%		82.05%	5.13%	12.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Participants	#	38	31	2	5	0	0	0	0	0	0	0	0	0	0
	%		81.58%	5.26%	13.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Career Development Programs for GS 13-14															
Slots	#														
Relevant Pool	%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Applied	#	18	17	0	1	0	0	0	0	0	0	0	0	0	0
	%		94.44%	0.00%	5.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Participants	#	16	15	0	1	0	0	0	0	0	0	0	0	0	0
	%		93.75%	0.00%	6.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Career Development Programs for GS 15 and SES															
Slots	#														
Relevant Pool	%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Applied	#	5	5	0	0	0	0	0	0	0	0	0	0	0	0
	%		100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Participants	#	5	5	0	0	0	0	0	0	0	0	0	0	0	0
	%		100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.															

DEFENSE THREAT REDUCTION AGENCY

(92) Distortion of Limb/Spine
0
0.00%
0
0.00%
0
0.00%
0
0.00%
0
0.00%

DEFENSE THREAT REDUCTION AGENCY

Table B14: SEPARATIONS By Type of Separation- Distribution by Disability

Type of Separation		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion of Limb/Spine
Voluntary	#	129	108	3	18	1	0	0	0	1	0	0	0	0	0
	%	100%	83.72%	2.33%	13.95%	0.78%	0.00%	0.00%	0.00%	0.78%	0.00%	0.00%	0.00%	0.00%	0.00%
Involuntary	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separations	#	131	110	3	18	1	0	0	0	1	0	0	0	0	0
	%	100%	83.97%	2.29%	13.74%	0.76%	0.00%	0.00%	0.00%	0.76%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Workforce	#	1180	1022	27	131	10	1	1	0	1	0	2	3	2	0
	%	100%	86.61%	2.29%	11.10%	0.85%	0.08%	0.08%	0.00%	0.08%	0.00%	0.17%	0.25%	0.17%	0.00%

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EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Women received 38.1% of the approved Quality Step Increases. Women received a smaller percentage of the \$500 or greater category for monetary awards but received a larger percentage of monetary awards below \$500.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		Data available for analysis revealed the trigger points identified above.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		Distribution of awards was disproportionate based on the number expected.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		To reward all personnel commensurate with the contribution to the agency mission without regard to race, national origin, gender, or disability.
RESPONSIBLE OFFICIAL:		Chief, Human Capital Office, Chief, EO and all Enterprise Associate Directors, and Office Chiefs
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2007

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Develop a system to gather data on how awards are determined		September 30, 2006 – Not Accomplished
A comprehensive review of the Recognition and Awards system (before the awards are given) for the purpose of instituting corrective measures.		September 30, 2006 – Not accomplished

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REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

DTRA is part of Spiral 1.1 of the National Security Personnel System; which began on May 1, 2006. The rating cycle was extended through October 31, 2006 and the NSPS payout occurred in January 2007.

Our FY07 Annual Report and FY08 Plan Update will include an analysis of our conversion from GS to NSPS including the payout of awards.

We have begun a dialogue with EEOC affirmative employment staff members to explore potential collaborative pilot assessment using salary data in DTRA to identify triggers and barriers. The Acting Chief of EO has been in discussions with the DoD working group and will continue this process.

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		No Hispanic or Black men, Asian/Pacific Islanders or American Indian/Alaskan Natives, participated in Competitive Professional Development programs during FY06.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		Data provided by HR Staff reveal the above condition.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		No specific barrier(s) has/have been identified for this condition. However, planned actions below include strategies to pinpoint potential barriers and institute interim proactive marketing strategies of CPD programs.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Complete full barrier analysis to ensure race/national origin/gender neutral process.
RESPONSIBLE OFFICIAL:		Chief, Human Capital Office and Chief, Equal Opportunity
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2007

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Host a series of Career Planning Seminars to educate workforce on available competitive training opportunities		May 31, 2006 - Accomplished VIA poster created by the BE
Explore the creation of a DTRA Advisory Council on Hispanic Employment (ACHE) to provide mentors and career development for employees		June 30, 2006 - Accomplished – It was determined that this council would not be feasible at this time
(1) Brief specific diversity data to DTRA Career Development Council and solicit feedback. (2) Brief feedback and resulting action plan developed on such feedback, if any, to DIR.		(1) April 30, 2006 - Accomplished (2) May 31, 2006 - No feedback developed

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The newly appointed Co-Managers for the Hispanic Employment, Black Employment, and American Indian/Alaskan Native Employment programs will conduct a brown bag open session targeting such groups and solicit feedback for barrier identification and action planning.

June 30, 2006 - **Not Accomplished - Date re-established for September, 2007**

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

During FY06 the selection pool for the Competitive Professional Development Programs were more diverse: due to a more robust advertisement campaign sponsored by the Business Enterprise, however more teaming with the EO office is needed to increase the diversity of these programs.

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		There is a lack of Asian females in the 0130, 0301, 1300 and 0800 series. There is a lack of Black women in the 0800 and 1300 series. There is a lack of Hispanic males in the 0130 and 1300 series. There is a lack of White females in the 0800 series. White males are represented in every major occupational series.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		A review of the workforce profiles, along with the grade and occupational data compiled for this report, support these statements.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		There is no focused effort to improve the representation of women and men in other racial groups in our major occupations. There is a lack of relevant data with which to perform detailed analyses on potential barriers experienced by racial groups and women, e.g., internal selection and complete applicant flow data.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Hold Enterprise Associate Directors responsible for monitoring the representation of all racial groups in their areas of responsibility and for action planning.
RESPONSIBLE OFFICIAL:		Chief, Human Capital Office, Chief, EO, and all Enterprise Associate Directors, Directors, and Office Chiefs
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September, 2006 - not accomplished . New date set for September 30, 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Institute internal monitoring system to gather data on internal selections for positions in DTRA major occupations		June 30, 2006 - Not accomplished
Monitor community outreach efforts and hiring incentives to ensure that such incentives are fully utilized to fill vacant positions in DTRA major occupations.		Quarterly beginning end of 2 nd Qtr FY06 on March 31, 2006 - Accomplished
Mandate Chief, EO, and Chief, Human Capital, review all recruitment plans, selection certificates, and selection decisions for DTRA GS-14 and above recruitment/fill actions in DTRA major occupations.		February 28, 2006 - Not accomplished

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Establish an internal data system to gather and analyze data on selections for merit promotion for major occupations by race/ethnicity and sex (see Table A9)	March 31, 2006 – Not accomplished
Conduct regular briefings on diversity in major occupations for senior leadership during scheduled DCC meetings.	Beginning June 31, 2006 – Not accomplished
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>The individual responsible for targeted recruitment monitored outreach efforts to ensure diversity. In several instances the Human Capital office teamed with the EO office for participation.</p> <p>The DCC was dissolved – these meetings will not take place during the SBO meetings and one-on-one meetings with the Chief, EO and the Enterprise Directors.</p>	

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Separation rates for women, Blacks, and Asians, exceed those expected based on their populations. – The data doesn't support the separation rates for FY06 for those specific racial categories. However, we will continue to explore separation issues overall.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		Data provided by the servicing HRSC revealed the above stated condition.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		There is no system in place to adequately identify the underlying reasons why the trigger condition exists.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Create and implement an effective process to track departures and underlying root causes as it relates to women, minorities, and people with disabilities.
RESPONSIBLE OFFICIAL:		DTRA Diversity Manager and Chief, Human Capital Office
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2006 – Partially Accomplished Date re-established for September 30, 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
The DTRA Diversity Programs Manager will lead the agency effort to ensure that data gathered with regard to departures are accurate and that the root causes are identified, analyzed, and tracked.		April 30, 2006 – Accomplished – see Tab 17 for exit survey responses
The DTRA Diversity Programs Manager will brief the Chief, EO, and the Chief, Human Capital Office, on the system developed and will present recommendations for future actions for approval. All recommendations will be coordinated with the newly appointed Special Emphasis Program Managers.		July 1, 2006 – Accomplished during monthly meetings
The DTRA Exit Survey will be rewritten and reformatted to ensure collection of relevant data on reasons for departure, coupled with survey participants' RNO/gender/disability and status as civilian or military.		April 1, 2006 - Accomplished
Targeted individual one-on-one personal interviews will be conducted with selected departing personnel.		Beginning March 1, 2006 and continuing throughout the FY- Accomplished

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REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

The newly revised Exit Survey is found at Tab-19.

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Women in all racial groups are not well represented at the GS-15 and SES levels.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		A review of the workforce profiles, along with the grade and occupational data compiled for this report, support this statement.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		There is no focused effort to improve the representation of women in senior level positions. There is a lack of relevant data with which to perform detailed analyses on potential barriers experienced by women, e.g., internal selection data and applicant flow data. There is a lack of career ladder positions and career development programs with targets for the GS-15 and SES levels.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Increase the participation of women in career development programs, mentoring programs, and assignments to key leadership positions that could lead to entry into the GS-15 and SES levels. Hold Enterprise Associate Directors responsible for monitoring the representation of women in their areas of responsibility and for action planning.
RESPONSIBLE OFFICIAL:		Chief, Human capital Office, Chief, EO, and all Enterprise Associate Directors, Directors, and Office Chiefs
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Institute internal monitoring system to gather data on internal selections for GS-14, 15, and SES level positions.		June 30, 2006 – Not Accomplished
Brief Enterprise Associate Directors on the DTRA Women's Leadership Forum to explore reasons for lack of participation and potential actions that may be effected to revise the group's focus or establish an alternative approach.		July 31, 2006 – Not Accomplished

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Develop, conduct, and analyze a specific survey targeting women in high-grade positions to identify needed proactive programs or policies to increase their participation.	July 31, 2006 – Not Accomplished New Date established July 31, 2007
Mandate Chief, EO review all recruitment plans, selection certificates, and selection decision for a DTRA GS-15 and SES positions.	July 31, 2006- Not Accomplished
During FY07, the plan is to include the Chief of Targeted recruitment into the meetings/discussions.	February, 2007
The Chief, EO; Diversity Programs Manager; and the Chief, Human Capital Office, will meet monthly to develop targeted recruitment strategies to be completed throughout the year.	Accomplished
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>The Chiefs of EO and HR and the Diversity Programs Manager meet regularly during FY06 to discuss pertinent information for the agency. The personnel-servicing contract will be transferred in the summer months from WHS to DLA. Once this happens, EO will have access to every selection certificate that is issued, through a web-based process. This will include all self certification EO data provided by applicants plus the EO data resident in DCPDS for any applicant who is already serviced by DLA.</p> <p>The Women's Forum is on hiatus; the Acting Chief will review this forum during FY07.</p>	

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Persons with targeted disabilities are below the DoD target goal of 2.2 percent.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		A review of the workforce profile, along with the grade and occupational data compiled for this report, support this trigger condition.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		Current recruitment and placement efforts fail to produce a workforce with sufficient numbers of employees with targeted disabilities
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Work with managers and leaders to identify positions within various enterprises/directorates/offices and encourage the selection of individuals with targeted disabilities.
RESPONSIBLE OFFICIAL:		Chief EO, DTRA Diversity Manager, and Chief, Human Capital Office
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Work with the Business Enterprise to develop and achieve a goal of hiring at least 1% of individuals with a targeted disability. While below the DoD's goal of 2.2%; we want to establish a feasible goal.		September 30, 2007
Educate managers and leaders on benefits of hiring personnel with disabilities. Diversity Manager will develop and publish a training/education plan.		June 30, 2006 – Not Accomplished; New Date established - September 30, 2007.
Have Disability Program Manager function as a recruiter for the Workforce Recruitment Program.		January, 2006 – Accomplished – This will occur again during FY07

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Increase the number of participants in the Workforce Recruitment Program	March 2007
Create a partnership with the Wounded Warrior Program	May 2007
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>DTRA did not set a numerical goal last year, but will establish a FY07 goal that ensures 1% of all new hires have a targeted disability.</p>	

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Persons with targeted disabilities are not fully represented in the agency's major occupations.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		A review of the workforce profile, along with the grade and occupational data compiled for this report, support this trigger condition.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		Current recruitment and placement efforts fail to produce a workforce with sufficient numbers of employees with targeted disabilities
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Work with managers and leaders to identify positions within various enterprises/directorates/offices and encourage the selection of individuals with targeted disabilities.
RESPONSIBLE OFFICIAL:		Chief EO, DTRA Diversity Manager, and Chief, Human Capital Office
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Educate managers and leaders on benefits of hiring personnel with disabilities. Diversity Manager will develop and publish a training/education plan.		June 30, 2006 – Partially Accomplished – New date established - September 30, 2007

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Recruit for those specific occupations from Universities or organizations that specialize in individuals with disabilities. The EO, Chief will work with the Targeted Recruitment Chief to develop a recruitment plan for this year.

September 30, 2007

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

DTRA sponsored the first Disability Awareness Day. During this event, employees were educated on various disability issues to include resources available and the benefits and ease of hiring individuals with disabilities through various programs to include the WRP.

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DEFENSE THREAT REDUCTION AGENCY		FY 2006
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		There are only two major occupations that are not dominated by White males, they are the 1102 and 0343 series.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.		A review of the workforce profiles, along with the grade and occupational data compiled for this report, support these statements.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		There is no focused effort to improve the representation of women and men in other racial groups in our major occupations. There is a lack of relevant data with which to perform detailed analyses on potential barriers experienced by women, e.g., internal selection and applicant flow data.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.		Hold Enterprise Associate Directors responsible for monitoring the representation of women in their areas of responsibility and for action planning.
RESPONSIBLE OFFICIAL:		Chief, Human Capital Office, Chief, EO, and all Enterprise Associate Directors, Directors, and Office Chiefs
DATE OBJECTIVE INITIATED:		January 2006
TARGET DATE FOR COMPLETION OF OBJECTIVE:		September, 2006 - not accomplished New date set for September 30, 2007
EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
Institute internal monitoring system to gather data on internal selections for positions in DTRA major occupations		June 30, 2006 - Not Accomplished
Monitor community outreach efforts and hiring incentives to ensure that such incentives are fully utilized to fill vacant positions in DTRA major occupations.		Quarterly beginning end of 2 nd Qtr FY06 on March 31, 2006 - Not Accomplished
Mandate Chief, EO, and Chief, Human Capital, review all recruitment plans, selection certificates, and selection decision for DTRA GS-14 and above recruitment/fill actions in DTRA major occupations.		February 28, 2006 – Not Accomplished

DTRA Model EEO Program FY06 Annual Report and FY07 Plan Update

Establish an internal data system to gather and analyze data on selections for merit promotion for major occupations by race/ethnicity and sex (see Table A9)	March 31, 2006 – Not accomplished
Conduct regular briefings on diversity in major occupations for senior leadership during scheduled DCC meetings.	Beginning June 31, 2006 – Not accomplished
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>The DCC was dissolved – these meetings will now take place during the SBO meetings and one-on-one meetings with the Chief of EO and the Enterprise Directors.</p>	

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities

PART I Department or Agency Information	I. Agency	I. Defense Threat Reduction Agency							
	I.a. 2 nd Level Component	I.a. N/A							
	I.b. 3 rd Level or lower	I.b. N/A							
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change			
		Number	%	Number	%	Number	Rate of Change		
	Total Work Force	1,118	100.00%	1,180	100.00%	48	5.55%		
	Reportable Disability	132		131		-1	-0.76		
	Targeted Disability*	9	0.81	10	0.85	1	11.11%		
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).								
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.					156			
	2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.					1			
PART III Participation Rates In Agency Employment Programs									
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	40	3	7.5	0		0		37	92.5
4. Non-Competitive Promotions	111	12	12.63	2	2.11	2	2.11	95	85.5
5. Employee Development/Training									
5.a. Grades 5 - 12	38	5	13.2	0	0.0	2	5.3	31	81.5
5.b. Grades 13 - 14	16	1	6.25	0	0.0	0	0.0	15	93.75
5.c. Grade 15/SES Development Training	5	0	0.0	0	0.0	0	0.0	5	100
6. Employee Recognition and Awards									
6.a. Time-Off Awards (Total hrs awarded)	125	12	17	9.6	0.0	4	3.2	109	87.2
6.b. Cash Awards (total \$\$\$ awarded)	1605	185	11.5	9	0.5	36	2.2	1384	86.2
6.c. Quality-Step Increase	118	9	7.6	0	0.0	2	1.7	107	90.7

7. Details and Task Force Assignments	Data	Not	Avail	able					
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EEOC FORM 715-01 PART J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
Part IV Identification and Elimination of Barriers	Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I . Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.
Part V Goals for Targeted Disabilities	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>

PART J:

**SPECIAL PROGRAM FOR RECRUITMENT, HIRING AND ADVANCEMENT OF
INDIVIDUALS WITH TARGETED DISABILITIES**

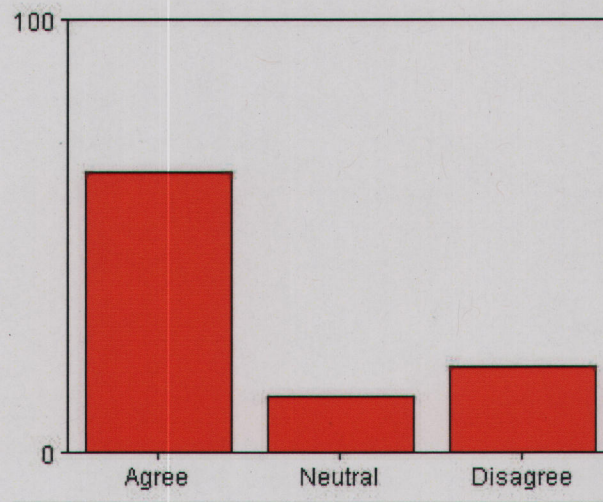
1. The EO Office processed fifteen (15) individual requests for reasonable accommodation in 2006. Ongoing sign language interpreter services were provided at a total cost of \$35,000.00.
2. DTRA currently falls well below the federal high of 2.27% employment goal for individuals with targeted disabilities. Current representation is 10 employees, which is 0.85% of the workforce. However, this is an increase from FY05, where the representation was 9 which was 0.81% of the workforce.
3. We currently employ several employees with known targeted disabilities, such as deafness, but they have chosen NOT to self-identify their disability. We are working with the employees to stress the importance of them self-identifying in the personnel system.
4. The Workforce Recruitment Program (WRP) for college students with disabilities is co-sponsored by the Department of Labor and the Department of Defense. The program connects employers with senior level college students and recent graduates with disabilities who are eager to prove their abilities in the workforce. The WRP provides an opportunity for colleges and universities to place students with disabilities in summer jobs at no cost to the school, the student or the employer. DTRA hired 2 students through this program during FY06, which was a sharp decrease from the 12 hired during FY05. This has been identified as one of our action items in Section I.
5. DTRA will have one trained WRP recruiter to perform recruitment trips. This participation may increase our applicant pool.
6. The Policy and Program Development office focuses on targeted recruitment, to include Schedule A disability hiring authorities. The Chief will continue to work within partnerships that she established with various groups that specialize in working with individuals with disabilities, such as Gallaudet University, Washington Center for Internships, and Academic Seminars Scholarship programs.
7. Continue to attend and recruit at career fairs that target individuals with disabilities.

DTRA Exit Survey Results

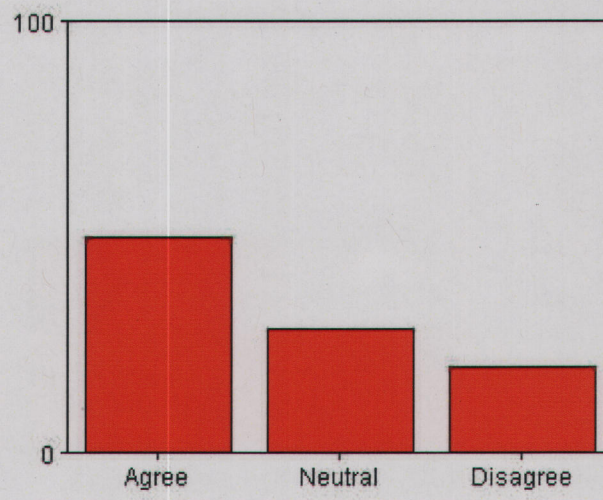
131 individuals separated from DTRA during FY06, of those only 98 completed the voluntary exit survey.

Survey Statistics			
Question	*Agree (%)	*Neutral (%)	*Disagree (%)
1. My job makes good use of my skills and abilities:	65	13	20
2. A spirit of cooperation and teamwork exists within DTRA:	50	29	20
3. Employees receive the guidance they need to perform their jobs effectively:	55	32	12
4. DTRA Employees are properly informed about issues affecting their jobs:	56	32	10
5. DTRA employees receive timely recognition for doing a good job:	48	22	29
6. The structure of DTRA facilitates getting the job done:	46	32	20
7. Career development opportunities are adequate:	46	25	27
8. DTRA employees are well trained for their jobs.	56	29	13
9. Career advancement opportunities are allocated fairly.	31	31	37
10. The distribution of work is well balanced among employees.	34	29	36
11. Employees can influence decisions affecting their work.	44	31	24
12. My supervisor treats employees in a fair and ethical manner.	56	13	29
13. Differences among individuals (e.g., gender, national origin) are valued and respected.	60	20	18
14. Complaints and problems are resolved fairly.	44	25	29
* These percentages may not total 100% due to the calculations used to extract the numbers.			

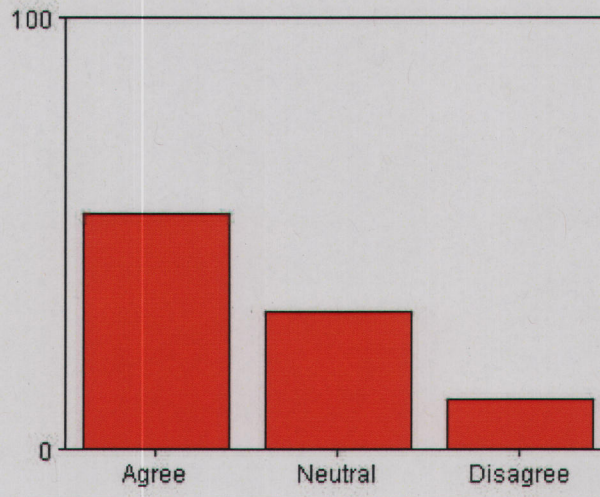
1. My job makes good use of my skills and abilities:



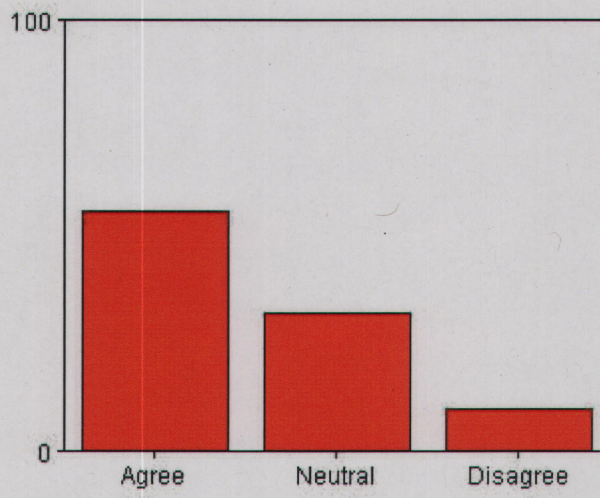
2. A spirit of cooperation and teamwork exists within DTRA:



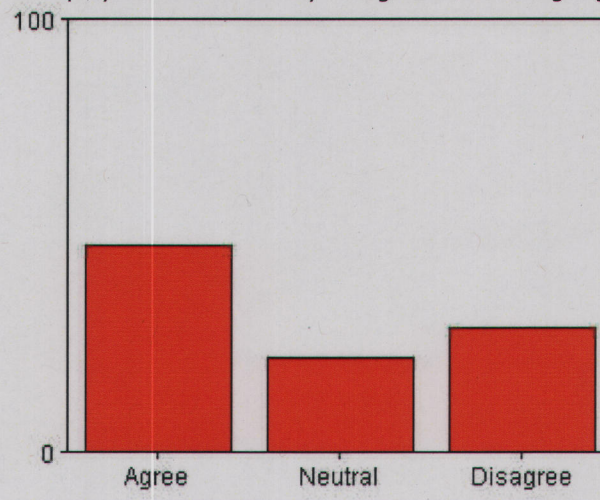
3. Employees receive the guidance they need to perform their jobs effectively:



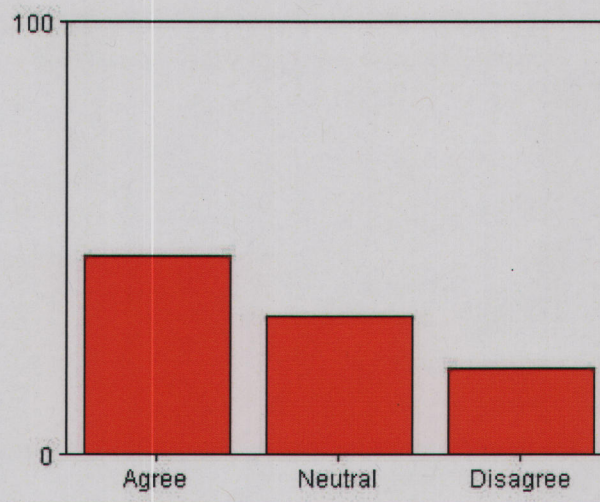
4. DTRA Employees are properly informed about issues affecting their jobs:



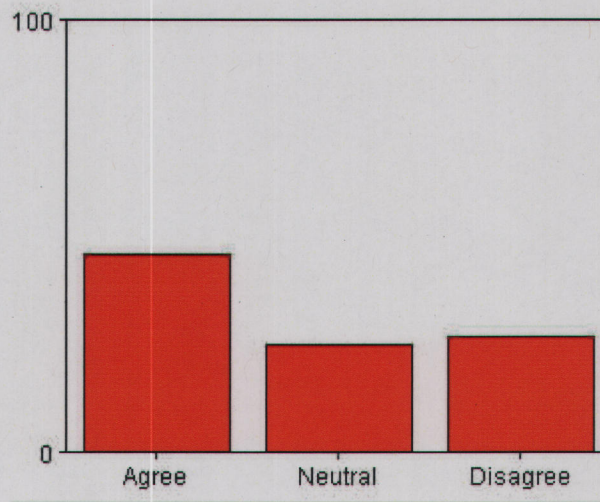
5. DTRA employees receive timely recognition for doing a good job:



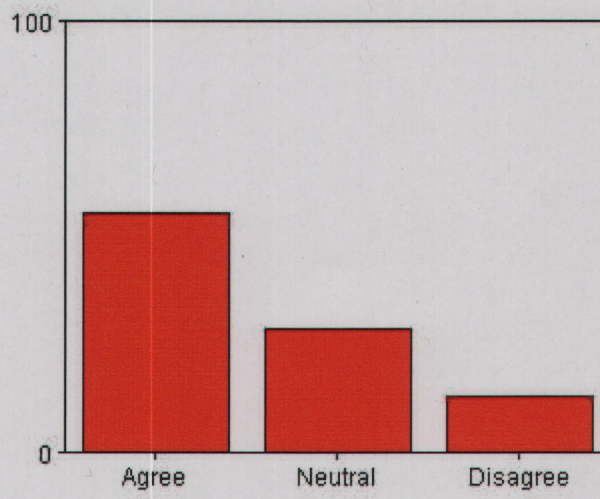
6. The structure of DTRA facilitates getting the job done:



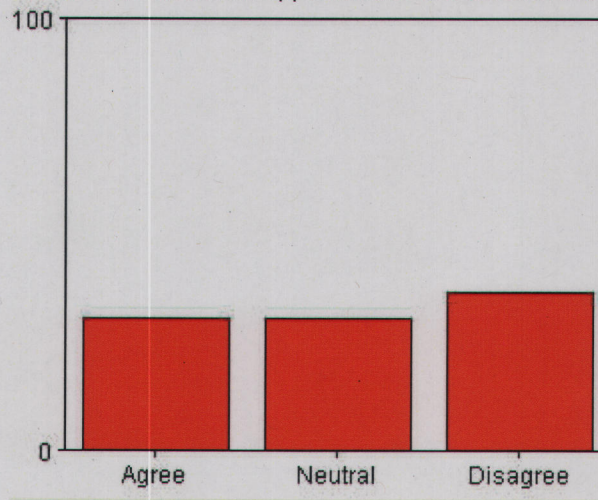
7. Career development opportunities are adequate:



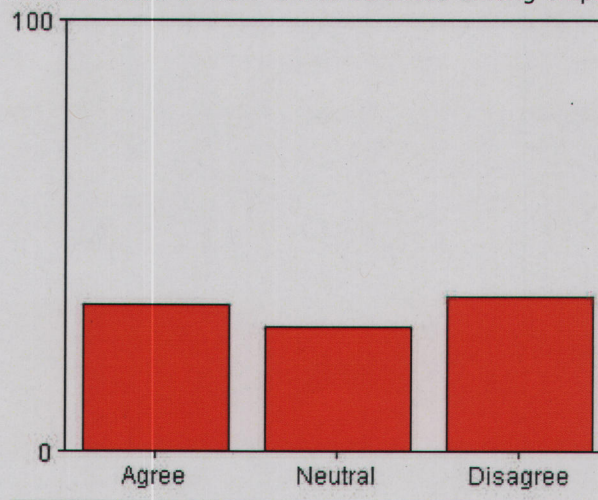
8. DTRA employees are well trained for their jobs:



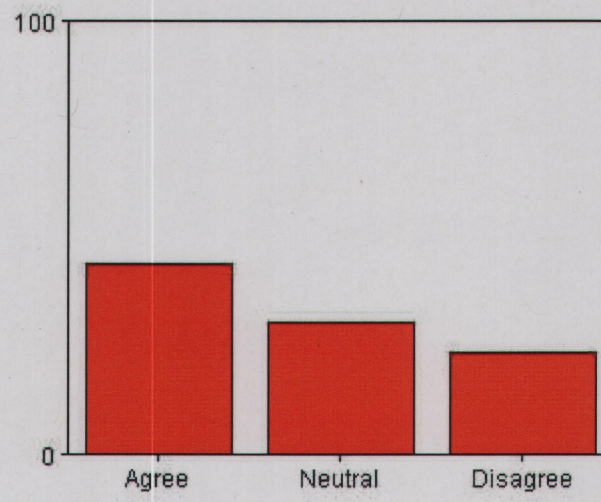
9. Career advancement opportunities are allocated fairly:



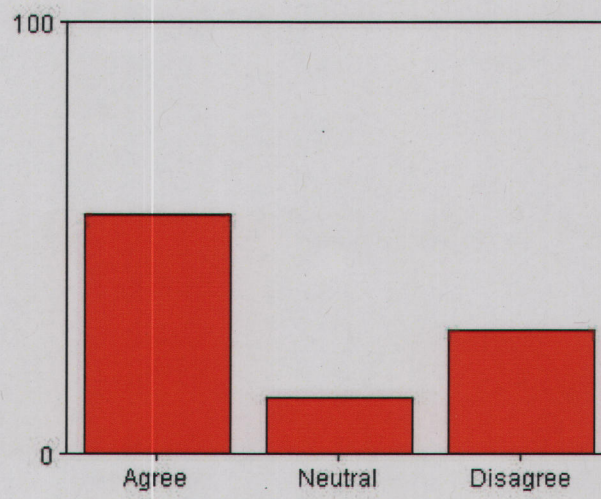
10. The distribution of work is well balanced among employees:



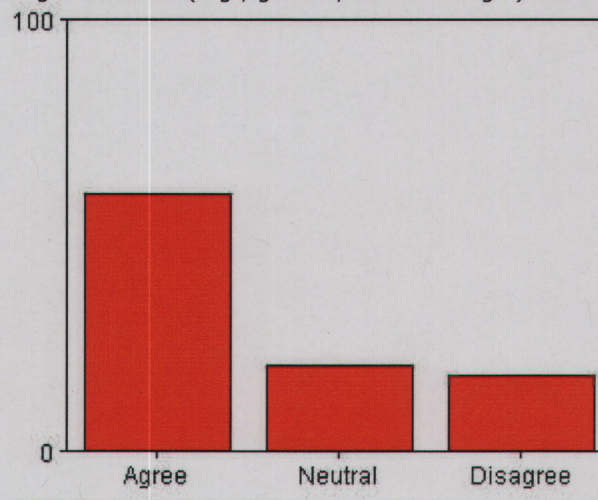
11. Employees can influence decisions affecting their work:



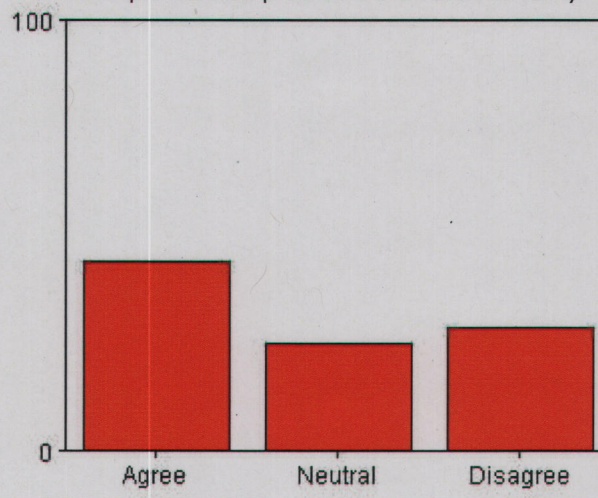
12. My supervisor treats employees in a fair and ethical manner:



13. Differences among individuals (e.g., gender, national origin) are valued and respected:



14. Complaints and problems are resolved fairly:



gg. Location in which the worksite is located.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hh. Commuting time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ii. Reduction in force/transfer of function letter/Business Based Action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
jj. VERA/VSIP.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
kk. Job ended.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. The most important factor affecting your decision to leave.

15. Indicate how strongly you agree or disagree with the following statements regarding your most recent supervisor. (Click on 1 per reason).

Please click the answer that indicates your level of agreement with the statements below:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
a. Communicated policies and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Treated employees fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Provided guidance when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Communicated important issues from executive management to employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Displayed professionalism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Was effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Could perform my job in my absence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Was interested in my career growth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Was accountable for work results of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Was accountable for own work results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Used progressive discipline appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Provided opportunity for my input on projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Provided opportunities for my input on important issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Understood my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Provide your rationale for selection of the most important reason for leaving DTRA. (Limited to 1000 characters).

This image shows a blank, aged, cream-colored page, likely an endpaper or flyleaf of a book. The paper has a slightly textured appearance with some minor creases and discoloration, characteristic of old paper. The left edge of the page is bound into a dark, possibly black or dark brown, cover material. The binding is visible as a vertical strip on the left side. The overall lighting is even, highlighting the subtle variations in the paper's tone and texture.

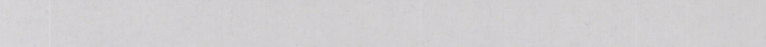
17. What, if anything, could have been done to keep you within DTRA? (Limited to 1000 characters).

[illegible]

18. What did you like most about your job? (Limited to 1000 characters).

[illegible]

19. What did you like least about your job? (Limited to 1000 characters).



20. If appropriate, what one event or circumstance could have changed your mind about leaving your most recent position with DTRA? (Limited to 1000 characters)

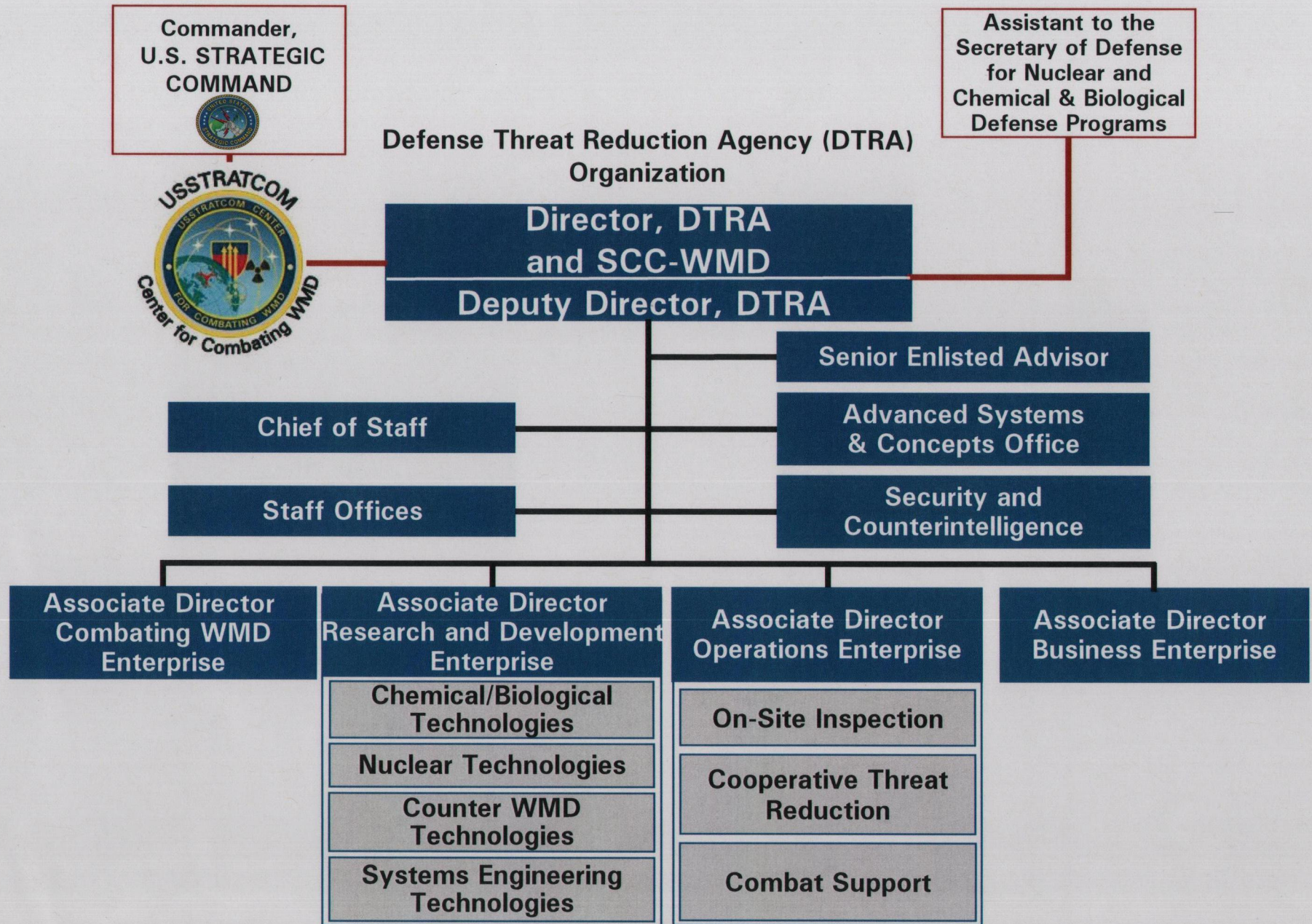
[illegible]

21. Do you believe DTRA employees are properly informed about issues affecting their jobs?

22. Would you consider working for this Agency again? ☐

23. Would you recommend others to work for this Agency?

UNCLASSIFIED



UNCLASSIFIED

Dr. James A. Tegnalia

Dr. James A. Tegnalia is the director of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Tegnalia is also dual-hatted as director of the U.S. Strategic Command Center for Combating Weapons of Mass Destruction (SCC-WMD). The Center integrates and synchronizes Department of Defense-wide efforts in support of the combating WMD mission.



Prior to his selection to lead DTRA, Dr. Tegnalia was the vice president, Department of Defense Programs, Sandia National Laboratories. Dr. Tegnalia had been at Sandia since August 1998.

A native of Monessen, Pa., Dr. Tegnalia's career began in the United States Army, serving from 1968 to 1971, including a one-year tour in Vietnam. From 1971 to 1976, Dr. Tegnalia worked for the U.S. Army Night Vision Laboratory in various positions progressing from supervisory research physicist to manager. His organization laid the engineering foundation for night vision devices deployed in Operation Desert Storm/Desert Shield. In 1976, he transferred to the Defense Advanced Research Projects Agency (DARPA), serving as a program manager and office director, responsible for programs in smart weapons, radar sensors and stealth technology.

From 1982 to 1985, he served as the assistant undersecretary of defense and acting deputy undersecretary of defense in the Office of the Undersecretary of Defense for Research and Engineering, where he oversaw program manager activity on the JSTARS radar and ATACMS missile. In 1985, he became the deputy director and later acting director of DARPA.

In 1987, he joined the Martin Marietta Corporation, serving as the vice president of Engineering, and later as the vice president of Business Development, of the Electronics Group. In 1993, Dr. Tegnalia became the executive vice president and deputy director of Sandia National Laboratories. He became the vice president, Business Development, for the Energy and Environment Sector of Lockheed Martin Corporation in 1995, and later served as the president of Lockheed Martin Advanced Environmental Systems, Inc. from 1996 to 1998.

Dr. Tegnalia earned a bachelor's degree in physics from Georgetown University, a master's degree in engineering from George Washington University, and a Ph.D. in physics from The Catholic University of America.

His awards and decorations include the Bronze Star Medal, the Civilian Meritorious Service Medal, and the Senior Executive Service Meritorious Service Award.

Dr. Tegnalia is a former member of the Executive Council and Board of Directors of the Albuquerque Chamber of Commerce (1994/1995); former member of the Board of Directors of the Anderson School of the University of New Mexico; and the 1996 campaign chairman for the United Way of Central New Mexico. Dr. Tegnalia also served as the chairman for the Greater Albuquerque U.S. Savings Bond Campaign in 1995 and the State of New Mexico chairman for the U.S. Savings Bond Campaign in 1996.

He has served as chair of the Army Science Board, a co-chair of the Sandia National Laboratories National Security Advisory Panel and a member of the Society of Sigma Xi. He was also on the Board of Advisors of George Washington University – School of Engineering. Dr. Tegnalia was a member of the Board of Directors for Sandia Science and Technology Park, the Technology Ventures Corporation and Laguna Industries, Inc.

March 2006

Major General Randal R. Castro

U.S. Army

Maj. Gen. Randal R. Castro is the deputy director, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Castro received his commission in 1975 as a graduate of the U.S. Military Academy, West Point, N.Y. After his commissioning in 1979, he served in the 78th Engineer Battalion, Ettinger Germany, in multiple roles including platoon leader, executive officer and commander. After returning from Germany, he completed the engineer officer advanced course at the United States Army Engineer School, Fort Belvoir, Va. Following his schooling, he taught at the U.S. Army Element, Naval Activity, Washington, D.C., as a landing support engineering instructor. In 1985, he served first as a staff officer and later as an executive officer at the Research and Development directorate of the U.S. Army Corps of Engineers, Washington, D.C.



Following a year of courses at the U.S. Marine Corps Command and Staff College, Quantico, Va., Castro was assigned to Fort Carson, Colo. At Fort Carson he served in a variety of command and staff assignments including brigade engineer, 1st Brigade, assistant division engineer, 4th Infantry Division, S-3 operations officer, 4th Engineer Battalion, 4th Infantry Division, and deputy chief of staff, 4th Infantry Division.

In 1992, Castro departed the U.S. and was reassigned in Germany. During his tour, this time in Bamberg, Germany, he was assigned to the U.S. Army Europe and Seventh Army, Germany. Serving as Commander, Castro worked in the 16th Engineer Battalion; he first worked in the 3d Infantry Division and later in the Victory Corps.

Upon his return to the U.S. in 1994, he attended the U.S. Naval War College, Newport, R.I. He became a professor for the Operations department after graduation. After his time in R.I., he was stationed in Fort Hood, Texas, where he served as deputy chief of staff, III Corps and commander, 4th Engineer Brigade, 4th Infantry Division. Leaving Texas in 1998, he was assigned to Fort McPherson, Ga., where he worked as the executive officer to the commanding general of the U.S. Army Forces Command. In 1999, Castro left the continental U.S. for Fort Shafter, Hawaii to serve as the commanding general, U.S. Army Engineer Division, Pacific Ocean.

In 2001, he returned to the continental U.S. where he served as the assistant commandant, U.S. Army Engineer School and deputy commanding general, Initial Entry Training, Fort Leonard

Wood, Mo. After two years at Fort. Leonard Wood, he became the commanding general, U.S. Army Engineer Division, South Atlantic, Atlanta, Ga. He then served as the special assistant to the commanding general, U.S. Army Training and Doctrine Command, Fort Monroe, Va.

Prior to assuming his current duties, Castro wore two hats serving as the commanding general, U.S. Army Maneuver Support Center, Fort Leonard Wood, Mo., and commandant, U.S. Army Engineer School, also at Fort Leonard Wood. In these roles, he oversaw the Army's Engineer, Military Police and Chemical Schools. The general also provided the Army with combat-ready soldiers and supported the force by directing the development and integration of engineer, military police and chemical concepts, doctrine, training, force structure and material requirements.

Castro's awards and decorations include the Distinguished Service Medal, the Legion of Merit (with three oak leaf clusters); Meritorious Service Medal (with two oak leaf clusters); Army Commendation Medal (with four oak leaf clusters); Navy Commendation Medal; Army Achievement Medal and the Parachutist Badge.

He earned a bachelor's degree from the U.S. Military Academy, West Point, N.Y., a master's degree in civil engineering from Stanford University, Stanford, Calif. and a master's degree in national security and strategic studies from the U.S. Naval War College, Newport, R.I. He is also a graduate of the U.S. Army Engineer School, the U.S. Marine Corps Command and Staff College and the U.S. Naval War College.

Castro was promoted to major general on August 1, 2004.

February 2007

Colonel Michael R. Hargrove
U.S. Air Force

Col. Michael R. Hargrove is the chief of staff, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.



Hargrove received his commission in 1981 as a distinguished graduate of the U.S. Air Force Reserve Officer Training School program at Howard University, Washington, D.C. His first assignment was as a Minuteman III Intercontinental Ballistic Missile (ICBM) launch officer at the 321st Strategic Missile Wing, Grand Forks AFB, N.D. While there he rose from line crewmember to combat crew instructor then combat crew evaluator. In 1985 he was reassigned to the 501st Tactical Missile Wing, R.A.F. Greenham Common, England where he served as a Ground-Launched Cruise Missile combat crew commander, combat crew evaluator, and deputy training/evaluation division chief.

In 1988 Hargrove was assigned to the On-Site Inspection Agency (OSIA). At OSIA he served as operations center officer, deputy inspection team chief, escort team chief, and executive officer. He also performed monitoring duties at the former SS-20 missile plant in Votkinsk, Russia. He left OSIA in 1991 for duty at the National Security Agency (NSA) in Fort Meade, Md. After attending the Air Command Staff College, Maxwell AFB, Ala., Hargrove was again assigned to OSIA. During his second term at OSIA, he served as inspector general. Upon the formation of DTRA in 1998, he served as treaty and language training branch chief.

Following his assignment at DTRA, Hargrove, in 1999, was assigned to the 30th Space Wing, Vandenberg AFB, Calif. There he commanded the 30th Operations Support Squadron. After completion of his command tour, he attended the National War College. In 2001, Hargrove reported to the Joint Staff where he worked as a nuclear policy planner and special assistant to the director, Directorate of Strategic Plans and Policy (J5). Prior to assuming his current duties, Hargrove served at DTRA as the Joint Staff liaison officer and military assistant to the director.

He earned a bachelor's degree in communications from Howard University, a master's degree in business management from Troy State University, a master's degree in national security studies from the National Defense University and a juris doctor from the University of Maryland. He has also attended the Squadron Officer's School, the Air Command and Staff College and the National War College.

Hargrove's awards and decorations include the Defense Meritorious Service Medal (with four

oak leaf clusters); Air Force Meritorious Service Medal; Joint Service Commendation Medal; Air Force Commendation Medal (with two oak leaf clusters) and the National Defense Ribbon.

August 2006

CMSgt. Kenneth M. Smith, Jr.

Chief Master Sergeant Kenneth M. Smith, Jr., U.S. Air Force, is the senior enlisted advisor of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.



A native of Baltimore, Md., he enlisted in the Air Force in September 1980, reporting to Lackland Air Force Base, Texas, for basic military training. He went on to graduate from the Staff Support Administrative Technical School, Keesler Air Force Base, Miss., as an honor graduate in December 1980. Following school, Smith quickly rose up the ranks from airman first class to staff sergeant while assigned to Spangdahlem Air Base, Germany, from 1981-1985. While in Germany, he worked as a staff support administrator.

After returning from Germany, he worked as the chief of administration for the Directorate of Operations at Langley Air Force Base, Va. He was promoted to master sergeant in 1993 and a year later was assigned to Kunsan Air Base, Republic of Korea. Overseas, he worked as the chief information management and assistant inspector general for the 8th Fighter Wing.

Upon his return to the United States, his assignments included working as the station superintendent and first sergeant, Military Entrance Processing Station, Md.; executive manager for the Directorate of Requirements, Langley Air Force Base, Va.; chief of information management, Command Section, Headquarters Air Combat Command, Langley Air Force Base, Va.; executive assistant to the vice director of the Force Structure, Resources and Assessment Directorate, the Joint Staff, Pentagon, and senior administrative assistant to the Chairman of the Joint Chiefs of Staff, Pentagon. Prior to assuming his current duties, Smith was the Wing 3A functional manager, 89th Communications Squadron, 89th Airlift Wing, Andrews Air Force Base, Md.

Smith earned an associate's degree in applied science in information management at the community college of the Air Force, Maxwell Air Force Base, Ala.; and a bachelor's degree in business management from Hampton University, Hampton, Va.

August 2006

Linda N. Galimore

Linda N. Galimore, is the chief of Equal Opportunity and Diversity Programs (EO) for the Defense Threat Reduction Agency (DTRA) at Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

In this capacity, she has primary responsibility for providing agency-wide leadership and guidance on equal opportunity, diversity, civil rights and the promotion of a supportive work environment.



Galimore began her federal career in 1984 at the Federal Aviation Administration, Flight Service Station, Anchorage, Alaska. Since entering the federal service, she has served as the principal advisor and consultant to senior leaders on equal employment opportunity issues in various positions.

Galimore has extensive experience serving for the U.S. Army. She served as an equal opportunity specialist (intern) with the U.S. Army Maneuver Support Center, Fort Leonard Wood, Mo. from 1992-1995. In 1995 she relocated to Va. where she served as an equal employment specialist for the U.S. Army Corps of Engineers, Norfolk, Va. Following her service in Norfolk, Galimore moved to a position at Fort Monroe, Va. to work as an equal employment manager from 1996-1998 for the U.S. Army Training and Doctrine Command.

Her next assignments kept her in the state of Va. She first worked for the Military Traffic Management Command, Deployment Support Command, Fort Eustis, Va. as an equal employment opportunity officer from 1998-2000. Leaving Fort Eustis, Va. in 2000, Galimore returned to the U.S. Army Training and Doctrine Command, Fort Monroe, to serve from 2000-2002 as an equal employment opportunity director. Staying in Fort Monroe, Va., Galimore became the acting director/complaints manager for the Northeast Regional Equal Employment Opportunity Office (NERO) where she served until 2003.

After her time at NERO Galimore accepted a position with the Eighth U.S. Army, U.S. Forces Korea, Yongsan, Korea. During her time with the Eighth U.S. Army from 2003-2006 she served as equal employment opportunity director. While in Korea, she was selected for a four month special assignment with the Civilian Equal Employment Opportunity Office of the deputy under secretary of defense for equal opportunity. Prior to accepting her position at DTRA, Galimore served as chief, Branch of Diversity and Civil Rights, Division of Human Resources, U.S. Fish and Wildlife Service, Department of the Interior, Arlington, Va.

Galimore earned a bachelor of science degree in business administration from Columbia College, Columbia, Mo. and is currently completing her thesis for a dual master's degree in business management and human resources development at a Webster University campus in Virginia.

Additionally, Galimore is a graduate of multiple Army Management Staff College courses and is certified by the Department of the Army as an equal employment officer counselor, alternate dispute resolution mediator and prevention of sexual harassment trainer. She has also served as an adjunct faculty member for the Army Center for Human Resources Management, Lancaster, Pa.

Galimore's awards include the Federal Executive Board of St. Louis, 1994 Black Employment Program of the Year Award and the Department of the Army's, 1994 Historically Black Colleges and Universities (HBCU) Initiative of the Year Award. Also, she has served as cultural awareness committee chairperson for the National Association of Negro Business and Professional Women's Club, Newport News Chapter and marketing/cultural diversity chairperson for the Colonial Va. Council Boy Scouts of America.

Additionally, Galimore's achievements include co-founding the Southwest Missouri Chapter of Blacks in Government, establishing an Adopt-a-School Program in Waynesville, Mo., establishing a HBCU partnership with Lincoln University, Jefferson City, Mo and serving as the director of the U.S. Army Reserve Hospital Station, Family Support Group, Richmond, Va.

March 2007

David G. Belva

Mr. David G. Belva is the Chief Information Officer (CIO) of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

As the CIO, Belva has complete oversight responsibility for all aspects of DTRA's information technology (IT), information resource management and information assurance. He is also the agency's director of information assurance and the chief of information operations.



Belva retired from the U.S. Army at the rank of Lieutenant Colonel after serving over 21 years of active duty. He served in a variety of key positions, including platoon leader, battalion staff and brigade staff, 4th Engineer Battalion, 4th Infantry Division (mechanized), Fort Carson, Colo.; and battalion logistics officer and commander, C Company 554th Engineer Battalion, Fort Leonard Wood, Mo. In 1993, Belva was selected by the Army into the Acquisition Corps and has held positions as detachment commander and director, Technology-based Education, Defense Systems Management College, Fort Belvoir, Va.; deputy program manager, Defense Messaging System (DMS), Fort Belvoir, Va.; and deputy director, Army Knowledge Management, Army Chief Information Officer, Pentagon.

Prior to assuming his current duties in September 2005, Belva joined DTRA in May 2004 as the chief of information technology, Business directorate.

His awards and decorations include the Legion of Merit, the Defense Meritorious Service Medal, the Army Meritorious Service Medal with two Oak Leaf Clusters, the Army Commendation Medal and the Army Achievement Medal with five Oak Leaf Clusters.

He received a bachelor's degree from the University of Arkansas in 1983 in data processing quantitative analysis, an Executive Masters degree from the University of Texas in science and technology commercialization in 1997, and a Masters Degree in computer information systems from Strayer University in 1998. He is trained and certified by the Department of Defense as a Chief Information Officer. He holds a Level III Defense Acquisition Workforce Improvement Act (DAWIA) certification in program management and in information technology and a Level I DAWIA certification in systems planning, research, development and engineering.

January 2006

Douglas J. Bruder

Mr. Douglas J. Bruder, a member of the Senior Executive Service, is the director, Counter WMD Technologies Directorate, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.



In this capacity, he oversees four branches within the division: Weapons of Mass Destruction (WMD) Counterforce; Hard Target Defeat; Special Operations Support; and Special Projects. His division conducts applied research and development, manages several Advanced Concept Technology Demonstrations, and provides subject-matter expertise directly to theater commanders, special operations, and the intelligence community.

Bruder came to DTRA in 1990 from the Naval Sea Systems Command, where he was senior project engineer and acting chief for the Submarine Protection Branch.

In 1994, he became the agency's counterproliferation liaison to the Office of the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs [OATSD(NCB)]. In 1996, he was assigned as a special assistant within OATSD(NCB), where he oversaw the counterforce portion of the Counterproliferation Support Program.

Prior to assuming his current duties, Bruder was the chief, System Applications Division in TD. He has also served as the TD Hard Target Defeat Branch chief, where he developed and managed the multi-agency Tunnel Defeat Demonstration Program and chaired the Interagency Science and Technology Working Group for Hard and Deeply Buried Target Defeat for OSD. He was the DTRA (then Defense Nuclear Agency) research program manager for the Intercontinental Ballistic Missile Survivable Basing and Sea-Based Structures Programs.

Bruder earned a bachelor's degree and a master's degree from the University of Michigan in civil engineering, with emphasis in structural and geotechnical engineering. He has also completed the Senior Officials in National Security Course at Harvard University, a legislative seminar at Georgetown University, and senior executive training at George Washington University.

October 2005

John T. Byrd

Mr. John T. Byrd, a member of the Senior Executive Service, is the director, Cooperative Threat Reduction Directorate of the Defense Threat Reduction Agency, Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

The principal objective of the CTR program is to facilitate the transportation, storage, safeguarding and elimination of nuclear and other strategic weapon systems within the former Soviet Union (FSU). Additionally, CTR performs a variety of missions to prevent the proliferation of weapons of mass destruction (WMD), and has recently begun to conduct operations outside of the FSU under special provisions authorized by the President of the United States.



The resource portfolio for the CTR directorate includes more than 200 federal and contract employees and an annual budget exceeding \$350 million. Operations include 10 major programs and 35 distinct projects. The efforts in Russia include intercontinental ballistic missile elimination, submarine dismantlement, nuclear weapons storage security, biological safety and security efforts, and construction of a complex chemical weapons destruction facility. Some of the more interesting new projects outside of Russia include the following:

- Azerbaijan: Enhancing security in the Caspian Sea against WMD smuggling.
- Georgia: Developing a disease outbreak surveillance network and a secure repository for extremely dangerous biological pathogens.
- Uzbekistan: Improving security along the green borders and the international Ports of Entry (POEs) to interdict smuggling of WMD.
- Albania: Elimination of 15 tons of chemical agent.
- Kazakhstan: Cooperative biological research to advance the understanding of endemic diseases that pose a proliferation risk as well as a force protection consideration for U.S. troops operating in the area.

During his tenure as the CTR director, the directorate celebrated the following accomplishments on the threat reduction scorecard (as of November 2006):

- Strategic Nuclear Warheads Deactivated – 546
- ICBMs Destroyed – 83
- ICBM Silos Eliminated – 373
- ICBM Mobile Launchers Destroyed – 47

- SLBMs Eliminated – 103
- SLBM Launchers Eliminated – 28
- SSBNs Destroyed – 2
- Bombers Eliminated – 31
- Nuclear ASMs Destroyed – 217

Byrd is a retired United States Navy rear admiral. A 1972 graduate of the U.S. Naval Academy and former submariner, he has served in various staff positions on submarines, including division officer of the USS Shark (SSN-591); engineer officer of the USS Cincinnati (SSN-693); and executive officer of the USS Honolulu (SSN-718).

He has also held numerous command positions during his career, including Commander, Submarine Squadron 16 at Naval Submarine Base Kings Bay, GA; Commanding Officer, Nuclear Power Training unit, Ballston Spa, NY; and Commanding Officer, USS Albuquerque (SSN-706).

In 1995, he joined the Joint Staff as chief of the Asia-Pacific Division, Strategic Plans and Policy. In 1997, he transferred to the staff of the Chief of Naval Operations as the assistant deputy for Plans, Policy and Operations.

Prior to retiring from active duty in 2003, Byrd was the director of Plans, Policy and Resources for the U.S. Strategic Command, Offutt Air Force Base, Neb. He assumed his current position in January 2004.

December 19, 2006

Shari Durand

Ms. Shari Durand, a member of the Senior Executive Service, is the deputy associate director, Business enterprise, and also serves as the Component Acquisition Executive, of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Durand began her contracting career in 1981 as a Secretary of the Navy (SECNAV) intern at the Naval Regional Contracting Department, Naval Supply Center, Norfolk, Va. In 1983, she transferred to the Naval Air Systems Command (NAVAIR) in Washington, D.C., where she worked as a contract specialist on a variety of programs, including the A-6 airframe, P-3 avionics, and several research and development programs for the Navy's tactical aircraft.



In 1987, Durand was awarded a SECNAV Fellowship for full-time graduate study at American University, Washington, D.C. In 1988, she returned to NAVAIR as a procuring contracting officer for the "Take Charge and Move Out" (TACAMO) Program, and later for the Airborne Self-Protection Jammer Program.

She transferred to the Navy Public Works Center (NPWC), San Diego, Calif., as a division director in the Contracts Department in June 1990. After leaving the NPWC for a brief period to work at the Resolution Trust Corporation in Costa Mesa, Calif., she returned to NPWC San Diego as the head of the Contracts Department.

In January 1995, Durand transferred to the Naval Facilities Contracts Training Center (NFCTC) in Port Hueneme, Calif., as the school's academic director. She was promoted to NFCTC director in August 1995. She relocated to Headquarters, Naval Facilities Engineering Command in Washington, D.C., serving as a senior procurement analyst in the Acquisition Department in January 1998.

In December 1998, she became the deputy director of the Base Realignment and Closure (BRAC) Program Office. In this capacity, she managed the program's \$10B budget, participated in negotiating the conveyance of numerous BRAC properties to local communities, and helped develop the first Department of Defense environmental services cooperative agreement under

which a local community assumed environmental remediation responsibilities for BRAC property.

Durand was promoted to the Senior Executive Service in November 2000. At that time, she served as the Assistant Deputy Commandant, Installations and Logistics (Contracts) at Headquarters, U.S. Marine Corps (HQMC), Washington, D.C. In June 2003, she transferred to the Defense Threat Reduction Agency as the director, Acquisition and Logistics Directorate. In September 2003, the Acquisition and Logistics, Resource Management, and Information Management Directorates merged into the Business Directorate. She assumed her current duties in September 2003.

She received a bachelor's degree in psychology from Athens State College, Athens, Ala., in 1980, and a master's degree in procurement management from American University, Washington, D.C., in 1990. Durand graduated from the NAVAIR's Senior Executive Management Development Program in 1990, and she is a member of the Department of the Navy's Acquisition Professional Community.

Her awards include receiving a Presidential Rank Award in the meritorious category; a 1990 Secretary of the Navy Competition Award for her work as the Contracting Officer for the first low rate initial production contract of the Airborne Self-Protection Jammer; a Department of the Navy Meritorious Civilian Service award for her performance as the Acquisition Officer at Navy Public Works Center San Diego; and a Superior Civilian Service Award for her performance as the Assistant Deputy Commandant, Installations and Logistics (Contracts), HQMC.

Updated – November 8, 2006

Thomas J. Dvorak

Mr. Thomas J. Dvorak is the director, Security and Counterintelligence (SC) Directorate, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

The SC Directorate works to ensure the safety and security of the DTRA mission, facilities, employees and families through a robust series of security and counterintelligence programs and initiatives, in concert with Department of Defense (DoD) departments and agencies, to counter the variety of threats aimed at DTRA.



Dvorak is a retired United States Army pilot with assignments as an aviation company, battalion and brigade commander; air traffic control commander, European theater Army strategic planner, systems analyst and as air traffic control manager for the Washington Metropolitan area.

While serving as the Army program manager for Continuity and Crisis Management, Dvorak received the Commander's Award for Civilian Service and the Secretary of the Army's Meritorious Service Award for contingency support to the Secretariat and was selected to serve as the Special Assistant to the President of the United States for Continuity - Executive Office of the President. In this capacity, he was among the charter planning members of the Department of Homeland Security and was responsible for integrating evacuation planning for the White House, the Eisenhower Executive Office Building and the Nebraska Avenue Complex (NAC) - headquarters for the Department of Homeland Security.

Prior to joining DTRA in May 2005, Dvorak served as director of operations for the Defense Continuity and Crisis Management, Office of the Secretary of Defense. He was responsible for the implementation and operational oversight for the Secretary of Defense's governance over the DoD Continuity of Operations, Continuity of Government and Crisis Management programs. Dvorak was also directly responsible for the operational viability of all critical DoD relocation and command and control platforms, including underground and mobile facilities, such as the National Airborne Operations Center, the "Take Charge and Move Out" (TACAMO) aircraft fleet, Cheyenne Mountain Complex, Raven Rock Mountain Complex and other classified DoD assets used in direct support of the Defense Continuity Plan.

Dvorak is a graduate of Loyola University, Roosevelt University and Michigan University, with concentrations in psychology and systems automation. He is certified in airspace and airport design, and rated as pilot-in-command in a variety of military aircraft.

October 2005

Michael K. Evenson

Mr. Michael K. Evenson, a member of the Senior Executive Service, is the associate director, Operations enterprise, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Evenson is a retired United States Army colonel, having served 26 years active duty. During his service in the U.S. Army, he served in a variety of positions, to include as a forward observer, liaison officer and battery commander in the Republic of Vietnam, and brigade fire support officer and battery commander in Germany. He was a division fire support coordinator and battalion commander at Fort Hood, Texas, and Inspector General of the 24th Infantry Division, Fort Stewart, Ga.



In 1990, Evenson was assigned to the Defense Nuclear Agency (DNA), where he served as the executive assistant for the Director of Operations, as well as the assistant director for Arms Control and Test Limitations in the Operations Directorate. In this position, he managed the agency's Verification Technology Program, and served as the program manager for DNA's Cooperative Threat Reduction program. In August 1994, Evenson retired from active military service and was selected into the Senior Executive Service as DNA's assistant director for arms control and test limitations. He was later selected as director for Arms Control Technology in the Program Directorate.

Evenson was the deputy director of Operations at the Defense Special Weapons Agency in Alexandria, Va., from July 1996 to September 1998. He oversaw the programs for tracking nuclear weapons, planned and executed nuclear weapons accident exercises and provided the agency response team, provided operational and analytical support to combatant commanders, and served as the executive agent to the Assistant to the Secretary of Defense for Nuclear, Chemical and Biological Defense Programs for stockpile stewardship. He edited the Secretary of Defense's Report to Congress on Sustainment of Nuclear Weapons Programs in 1997. Prior to his current duties, he was the director of the Combat Support directorate.

He earned a bachelor's degree in history from Georgia State College and a master of professional accountancy degree from Georgia State University.

October 2005

William R. Faircloth

Mr. Ronnie Faircloth is the acting director, On-Site Inspection Directorate, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Virginia. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

A native of Orlando, Fla., Faircloth is a retired United States Army colonel having served 31 years active duty. During his service in the U.S. Army, he served in myriad command and staff positions, including commanding the 3rd Battalion, 20th Field Artillery, a self-propelled artillery unit, forward deployed in Hanau, Germany. The battalion deployed to Saudi Arabia for Operations Desert Shield and Desert Storm, where it participated with five different divisions during all phases of Desert Storm. He also commanded a Sergeant Missile firing battery in the 4th Missile Command, Camp Colbern, Korea, and an M109 self-propelled artillery firing battery with the 5th Infantry Division, Fort Polk, La.



His staff experience ranges from battery level to the Office of the Joint Chiefs of Staff. He served as the Army Force Integration staff officer responsible for the research, development and fielding of new nuclear weapons systems while assigned to the Department of the Army, Deputy Chief of Staff for Operations and Plans staff. While serving with the Joint Chiefs of Staff he was involved with all facets of the ratification of the Strategic Arms Reduction Treaty (START), the negotiation of the START II Treaty and other new strategic nuclear arms control initiatives.

Faircloth served as chief, Initiatives Division, U.S. Nuclear Command and Control System (NCCS) support staff, reporting to the Secretary of Defense serving as the executive agent to the president for the NCCS. This staff leads DoD and eight other federal departments and agencies to improve the full range of nuclear command and control activities.

In 1998, Faircloth joined DTRA serving as deputy division chief, Arms Control Technology Division, responsible for research, development, testing and evaluation of technology initiatives in support of arms control treaties. He was subsequently assigned as the deputy director for operations, On-Site Inspection Directorate, and later as the agency chief of staff.

Faircloth earned a bachelor's degree from The Citadel, Charleston, S.C. Additionally, he is a graduate of the National War College, Air Command and Staff College, Field Artillery Officer Basic and Advanced courses, Airborne School, and NATO's Nuclear and Chemical Target Analyst Course.

His military awards and decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Army Commendation Medal, Army Achievement Medal, and various other personal and unit decorations.

November 2005

Kevin Flanagan

Mr. Kevin Flanagan, a member of the Senior Executive Service, is the general counsel, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Virginia. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

As the chief legal officer of this Department of Defense combat support agency and counselor to the director, Flanagan provides both legal and policy advice on all aspects of agency operations.

Flanagan is a retired lieutenant colonel, having served 20 years in the United States Army. Originally commissioned as a field artillery officer, he transferred to the Judge Advocate General Corps and served in various legal positions during his military career, including chief of the Suspension and Debarment Branch of the Army Procurement Fraud Division; chief of Administrative Law, Fort Carson, Colo.; litigation attorney, Army Litigation Division, Office of the Judge Advocate General; and the officer-in-charge of the Schweinfurt Legal Office, 3rd Infantry Division, Germany.



After retiring from the Army, Flanagan served as associate deputy general counsel, Office of the General Counsel, Department of Defense. In that position, he provided legal advice to the DoD Inspector General (IG) specifically in the areas of acquisition law, procurement fraud and health care fraud. He also provided legal advice to the Defense Criminal Investigative Service and the Office of the Deputy Assistant Inspector General for Criminal Investigative Policy and Oversight.

In 1999, he became the deputy General Counsel, DoD, and provided legal advice to the Inspector General and members of the Inspector General's staff, supervised and ensured the adequacy of legal advice and services provided to the Office of the Inspector General and provided all necessary support to the DoD General Counsel in matters concerning the Inspector General. He was the legal expert in the Department of Defense on all matters relating to the authority and operations of the Inspector General. He served as the deputy General Counsel until April 2004, when he assumed his current duties.

Flanagan earned a bachelor's degree from the U.S. Military Academy at West Point. He received his law degree from the University of Oklahoma and a Master of Laws (LL.M.) in Government Procurement Law from George Washington University. He is admitted to the District of Columbia Bar.

October 2005

Dr. Charles R. Gallaway

Dr. Charles R. Gallaway, a member of the Senior Executive Service, is acting director, Nuclear Technologies Directorate, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

As the acting director of Nuclear Technologies, he is responsible for developing and demonstrating technologies and capabilities to detect and mitigate the threat and/or effects of nuclear and radiological events; and to enhance the safety, security, survivability, and performance of US nuclear assets and facilities.



As an active duty Air Force officer, Dr. Gallaway was assigned to the Air Force Wright Aeronautical Laboratories, Wright Patterson Air Force Base, Ohio, where he conducted aerodynamic research for low observable aircraft. In 1977, he transferred to the Air Force Foreign Technology Division, also at Wright Patterson AFB, where he monitored foreign aerodynamic research. Upon completing his active duty service commitment in 1979, Dr. Gallaway continued his work as a civil servant. He remained in the Air Force Reserves until he retired in 1995.

In 1983, Dr. Gallaway transferred to the Defense Intelligence Agency, where he was responsible for all Department of Defense (DoD) assessments of foreign fighter aircraft. He joined the Defense Nuclear Agency in 1985 where he investigated nuclear weapons effects on aircraft and missile weapon systems. After Operation Desert Storm, he initiated a program to predict collateral effect from weapons of mass destruction (WMD). In 1992, Dr. Gallaway was detailed to the Nonproliferation Center of the Central Intelligence Agency, where he coordinated the research and development efforts of all government agencies in establishing the capability to monitor the proliferation of WMD. In 1993, Dr. Gallaway was named chief of the Systems Survivability Division and the director of the Springfield Research Facility, where he was responsible for the oversight of special programs directed at locating, characterizing, and defeating underground facilities.

Dr. Gallaway became the chief of the Arms Control Technology Division, DTRA, in 1995. While there, he developed technology to enable the United States government to implement its rights and comply with its obligations under arms control agreements. In 2000, he served as the chief of the Systems Application Division, where he developed, integrated, demonstrated, and delivered counterforce capability against WMD.

In June 2001, Dr. Gallaway became the director of the Advanced Systems and Concepts Office at DTRA. He was responsible for stimulating, identifying, and executing high-impact seed projects to encourage new thinking; addressing technology gaps and improving the operations capabilities of DTRA, DoD and other government agencies in response to WMD threats. He was named the director of the Chemical and Biological Defense Directorate in October 2002, responsible for the management and integration of all medical and non-medical chemical/biological science and technology efforts within the Chemical and Biological Defense Program and named acting director of the Nuclear Technology Directorate in December 2006.

He earned a bachelor's degree and a master's degree in aerospace engineering from Texas A&M University, and a doctorate degree from the Air Force Institute of Technology in aeronautical engineering. He has completed studies at the Federal Executive Institute, the Harvard Kennedy School of Government, the Air Command and Staff College, and the Air War College.

January 2007

Dr. Joe P. Golden

Dr. Joe P. Golden, a member of the Senior Executive Service, is the director, Systems Engineering Directorate, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.



Dr. Golden has worked more than 20 years in federal service, with a focus on research and development, acquisition and technology security environment. He entered federal service after graduating from Auburn University, where he earned a Ph.D. in Electronic Engineering specializing in computer design and modern communications. After graduation, he worked at the U.S. Naval Research Laboratory in acoustic warfare, electronic warfare, anti-submarine warfare and space systems. This included being an exchange scientist at a United Kingdom Naval Laboratory working on electro-optics. His next position involved working on all aspects of navigational guidance and mission planning for Air Force and Navy cruise missiles.

He joined private industry as a program manager supporting U.S. Navy Command, Control, Communications and Information programs. Dr. Golden left industry to become the senior technical advisor and later the technical director for the Deputy Chief of Naval Operations (Naval Warfare). His responsibilities extended across all technical areas of naval warfare.

In his next assignment, Dr. Golden joined the Office of the Secretary of Defense, where he served as a technical advisor to the director of Defense Research and Engineering (Research and Advanced Technology), and later the Office of the Deputy Under Secretary for International and Commercial Programs. He moved to DTRA, where he served as chief of Militarily Critical Technologies Program in the Technology Development Directorate. Prior to assuming his current duties, he served as the chief of the Operational Applications Division in TD.

October 2005

Colonel Richard M. Hutchins
U.S. Air Force

Col. Richard M. Hutchins is the Inspector General, Defense Threat Reduction Agency, Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Hutchins entered the U.S. Air Force in 1977 as a distinguished graduate of the Reserve Officer Training Corps program at East Texas State University, Commerce, Texas. After completing missile launch officer qualification training in February 1978, he was assigned to the 341st Strategic Missile Wing, Malmstrom Air Force Base, Mont., where he served in various missile operations positions including missile combat crew commander, squadron command post crew, and evaluator.



In Aug 1981, Hutchins transferred to the 4315th Combat Crew Training Squadron, Vandenberg Air Force Base, Calif. where he served as a missile procedures trainer and academic instructor. In October 1984 he transferred to the 4th Airborne Command and Control Squadron, Ellsworth Air Force Base, S.D. where he was an airborne missile launch officer, instructor and chief, Airborne Launch Control System.

Hutchins served from 1990 to 1993 on the Headquarters United States European Command staff, Patch Barracks, Stuttgart-Vaihingen, Germany. In Germany he served as an emergency actions procedures officer, chief, Emergency Actions Procedures Training Branch, and as a nuclear weapons release procedures liaison to the North Atlantic Treaty Organization. From 1993 to 1995, Hutchins served as operations officer and squadron commander for the 351st Operations Support Squadron and squadron commander for the 508th Missile Squadron, 351st Missile Wing, Whiteman AFB, Mo. He began his arms control career with the On-Site Inspection Agency (OSIA) in August 1995 as a Strategic Arms Reduction Treaty (START) and Intermediate Nuclear Forces Treaty (INF) inspector and escort.

In 1997, he served at the On-Site Inspection Agency (OSIA) START/INF Branch, Interagency Liaison Division as chief. He served as an interface to the Washington, D.C. arms control interagency community and as a principal arms control advisor to START and INF delegations in Geneva, Switzerland. Hutchins also served as the deputy chief, Interagency Liaison Division. He last served with DTRA as the On-Site Inspection Directorate's director for Operations.

Hutchins served as the inspector general, Oklahoma City Air Logistics Center (OC-ALC), Tinker AFB, Okla. from July 2000 to June 2002. He also acted as the base liaison with other

Department of Defense, Federal Government, and higher headquarters inspection and audit agencies. In addition, he was responsible for management of the ALC Fraud, Waste, and Abuse program, as well as the Wartime, Contingency, and Disaster Response Exercise program.

Hutchins returned to DTRA in June 2002 serving as the chief, START/Nuclear Branch, Interagency Liaison Division, and later as the chief, START/Nuclear Division of the On-Site Inspection Directorate. Additionally he served as the Air Force element commander and acted as the senior Air Force advisor to the director.

Hutchins earned a bachelor's degree in communications from East Texas State University, Commerce, Texas in 1977. He received a master's degree in public administration from Golden Gate University, San Francisco, Calif. in 1984.

He is a graduate of the Squadron Office School, Marine Corps Command and Staff College, Air Command and Staff College, and the Air War College.

His military awards and decorations include the Defense Superior Service Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal with two oak leaf clusters, the Air Force Commendation Medal with one oak leaf cluster, the Air Force Achievement Medal with one oak leaf cluster, the Joint Meritorious Unit Award with five oak leaf clusters, the Air Force Outstanding Unit Award with seven oak leaf clusters, the Combat Readiness Medal with two oak leaf clusters, the National Defense Service Medal with one device, and the Global War on Terrorism Service Medal.

December 2006

Myron K. Kunka

Mr. Myron K. Kunka, a member of the Senior Executive Service, is the associate director, Business Enterprise, of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

In this role, Kunka is responsible for all aspects of financial and human resource management, manpower, acquisition and contracting, information technology, logistics, mission support, innovation, and program/project integration for DTRA.



He began his federal career in August 1975 as a budget analyst at Letterkenny Army Depot, Chambersburg, Pa., and has since served in successive financial management positions within the Department of Defense. These assignments include 7th Signal Command, Fort Ritchie, Md.; Headquarters, Department of the Army, Telecommunications Center, The Pentagon; Headquarters, Army Material Command, Alexandria, Va.; and On-Site Inspection Agency, Fort Belvoir, Va..

Kunka joined the ranks of the Senior Executive Service in November 1999, and has previously served as DTRA's director of Resource Management, comptroller, and director of the Business Directorate.

He received a bachelor's degree from the University of Pittsburgh in 1973 and a master's degree in public administration from the University of Pittsburgh in 1975. He is a graduate of the Federal Executive Institute.

Kunka's awards and decorations include the Director's Award for Achievement in Equal Employment Opportunity, 1977; the On-Site Inspection Agency Exceptional Civilian Service Medal, 1998; the Department of Defense Meritorious Civilian Service Medal, 2000; and the Presidential Rank Award -- Meritorious Executive, 2003.

December 2006

Catherine J. Montie

Catherine J. Montie, a member of the Senior Executive Service, is the associate director, Combating Weapons of Mass Destruction (WMD) enterprise, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

In this capacity, she is responsible for the organization that will support the Commander, United States Strategic Command in his mission to integrate and synchronize the Department of Defense's (DoD) combating WMD efforts. Her organization maintains situational awareness of worldwide WMD and related activities; provides specialized planning support for long-range and crisis action planning; and advocates for future capabilities to dissuade, deter and prevent the acquisition, development, transfer or use of WMD, their delivery systems, key personnel and associated technology and materials.



Montie has spent over 30 years in DoD leading military, civilian, and contractor teams in integrating technology and operational concepts to produce fielded new capabilities. In 1998 with the standup of DTRA, she served as the chief, Nuclear Stockpile division, Combat Support directorate, a position she held until 2004. In that capacity she led the Congressionally-mandated effort to develop and field four prototype systems for detection and protection of military bases from radiological and nuclear attacks. The capability was developed and demonstrated at four diverse military installations within 15 months, and has been operational ever since. Additionally, she was chosen to develop a system to rapidly attribute both the source and the likely designer of a nuclear or radiological device used against the United States. Blending current technical capabilities with very advanced computer simulations; new operational concepts to provide rapid sampling; and providing for frequent exercising, this system provides a unique capability. Prior to assuming her current duties, she was the acting deputy director of the Combat Support directorate.

Montie received her bachelor's of Arts degree in international relations from the State University of New York. She is also a graduate of the Harvard National Security Program, Syracuse National Security Studies, and Federal Executive Institute. She was a finalist for the Service to America Medal in 2003 in the Homeland Security category, which recognizes significant contributions of federal workers. She received the Secretary of Defense Award for Excellence, DTRA Exceptional Civilian Service Award, and the DNA Meritorious Civilian Service medal.

January 2006

Dr. G. Peter Nanos Jr.

Dr. G. Peter Nanos Jr., is the associate director, Research and Development enterprise, of the Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Prior to his move to DTRA, Dr. Nanos was the director of Los Alamos National Laboratory, New Mexico, having served since July 2003. He was named the interim director of Los Alamos National Laboratory in January 2003.

A native of Bedford, N.H., Dr. Nanos is a retired United States Navy vice admiral. In addition to tours at sea aboard destroyers and carriers, his naval career included management of the technical development effort for the Navy's high energy laser program, especially field-testing and risk-reduction experiments for the mid-infrared chemical laser. He later became deputy director of warfare systems engineering in the Space and Naval Warfare Systems Command, applying, for the first time, systems engineering at the battle group level. In 1989, he began 10 years with the Navy's strategic programs, guiding completion of the submarine inertial navigation system to support the Trident II weapons system and the post IOC deployment of the Trident missile. In 1992, he became technical director, Strategic System Programs and after promotion to rear admiral, was named director in 1994. There he was accountable for design, development, logistics and performance of the submarine-based strategic missile systems for the United States and United Kingdom. Promoted to vice admiral he served as the commander, Naval Sea Systems Command responsible for design, development and logistics support for all Navy ships and shipboard weapons systems until his retirement. In that capacity, he oversaw four nuclear repair shipyards, 10 defense laboratory divisions with more than 20,000 employees and over \$23 billion in ship and weapons systems procurements, logistics and repairs.



After retirement, Dr. Nanos was employed by Los Alamos National Laboratory, where he served as the principal deputy of the Threat Reduction Directorate supervising the directorate's three divisions: Biosciences, Decisions Applications and Nonproliferation, and International Security. He also interacted extensively with the sponsors and stakeholders of Threat Reduction, including the Department of Energy, National Nuclear Security Administration, and the departments of Defense, State and Justice.

Dr. Nanos was a Trident Scholar at the U.S. Naval Academy, receiving a bachelor's degree in engineering in 1967. He received a doctorate in physics from Princeton University in 1974.

His awards and decorations include the Navy Distinguished Service Medal, the Legion of Merit with a gold star, the Meritorious Service Medal with four gold stars, and the Navy Achievement Medal.

November 2005

Joan Ma Pierre

Mrs. Joan Ma Pierre, a member of the Senior Executive Service, is a Research and Development senior scientist, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Pierre, who was born in Sian, China, began her government career as a congressional intern on the staff of Senator Hiram L. Fong (R-Hawaii). As a research physicist at the Naval Research Laboratory and a senior scientist at Science and Engineering Associates, she engaged in theoretical and experimental research that included inertial confinement fusion, atmospheric nuclear effects, X-ray simulation, and electromagnetic pulse.



She joined the Defense Nuclear Agency in 1983, and has been responsible at DTRA for a wide range of research and development programs in the following areas: communications, command, control and intelligence; electromagnetic pulse; electromagnetic effects on military and civilian systems; radiation-hardened microelectronics; advanced laboratory X-ray simulation technology; defense technology conversion initiatives; and the Nuclear Test Personnel Review. Pierre also served as director of the Department of Defense (DoD) Radiation Experiments Command Center that was established by the DoD to address matters related to Cold War-era human radiation experiments.

Pierre was appointed to the Senior Executive Service in 1985. In her current duties, she directs the congressionally mandated DoD Radiation Hardened Microelectronics Accelerated Technology Development Program and serves as the leader of DTRA's Women Leadership Forum.

Her awards include receiving the Defense Nuclear Agency Meritorious Civilian Service Medal in 1985; the National Association of Professional Asian-American Women's Award, "Outstanding Professional Asian-American Woman of the Year" in 1990; President Rank Award, Meritorious Executive in 1992; Director's Award for Achievement in the field of Equal Employment Opportunity in 1995; Presidential Rank Award, Meritorious Executive in 1997; Defense Special Weapons Agency Exceptional Civilian Service Medal in 1998; and Excellence in Individual Leadership SES Award, Federal Asian Pacific American Council in 2004.

She received a bachelor's degree and a master's degree in physics from The Catholic University of America, Washington, D.C.

January 2005

David J. Rigby

Mr. David J. Rigby is the chief of Public Affairs, Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

In this capacity, Rigby advises the agency's director and senior leadership on external and internal communication programs and policies. He directs the DTRA public affairs program in the functional areas of news media relations, internal information, community relations, strategic planning and special events. He provides leadership and staff supervision of the public affairs office personnel.



He is responsible for the public affairs activities associated with international arms control treaties and agreements, weapons of mass destruction, crisis communication and combat support. He was instrumental in providing communication expertise and counsel leading up to the establishment of DTRA in October 1998.

Prior to joining government service, Rigby was the principal partner of Rigby & Associates, a public relations and communication consulting firm, located in the Washington, D.C., area.

Rigby has more than 30 years experience designing and managing public relations and communication programs. He is a specialist in public affairs policy and planning; a spokesman for high profile, often controversial programs within the government and private sectors. As a manager with a defense contractor, Rigby was responsible for the public relations programs of the environmental impact analysis process for the deployment of U.S. mobile intercontinental ballistic missiles and ground-based strategic defense facilities. He also managed a hazardous waste recovery community relations contract with the U.S. Department of Energy.

He was a career U.S. Air Force public affairs officer. He directed the day-to-day news media relations for the Strategic Defense Initiative—popularly known as Star Wars. Before his assignment with the Pentagon-based Strategic Defense Initiative Organization, he was specially assigned to New York City to develop public relations strategy and advocate positions with national news media organizations. During the first of his two assignments at The Pentagon, Washington, D.C., Rigby was responsible for supporting the broadcast news media in their coverage of Air Force activities and people. He initiated a widely recognized program to prepare senior Department of Defense and government leaders for news media interviews and appearances. He served on the White House transition team, directing public relations for the 1981 Presidential Inaugural Gala.

Earlier in his Air Force career, while assigned to the Strategic Air Command headquarters at Offutt Air Force Base, Neb., Rigby conducted the preeminent community relations program in the Defense Department—the SAC distinguished visitor program. He saw duty in Vietnam as an advisor to the Vietnamese Air Force. While assigned to the U.S. military headquarters at Saigon, Rigby's duties involved humanitarian relief and civic action projects throughout the capital region.

A graduate of the University of Tennessee with a degree in journalism, Rigby also completed graduate studies in mass communication at the University of Oklahoma.

January 2005

Jeff Subko

Mr. Jeff Subko is the chief, Legislative Affairs, Defense Threat Reduction Agency, Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

Subko has nearly 21 years experience with the Congressional defense budget and oversight processes from the perspective of a Senate staff member, the Office of the Secretary of Defense, and various Department of Defense agencies. His main areas of focus have been chemical, biological, radiological, and nuclear weapons policy and programs.



Prior to his Capitol Hill experience, Subko served in the United States Navy as a surface warfare officer. In 1982, he transferred to the U.S. Naval Reserve and became an intelligence officer. His Naval Reserve assignments have included the Office of Naval Intelligence, Chief of Naval Operations, and the Defense Intelligence Agency (DIA). For five years, Subko was the Naval Reserve Element Head and an instructor at DIA's Joint Military Intelligence College. He retired from the Naval Reserve with the rank of captain in 2003.

From 1983 through 1990, Subko served as the legislative assistant for national security, foreign affairs, and intelligence to Senator Jim Exon of Nebraska, a senior member of the Senate Armed Services Committee. During this time, the senator served as the chairman of the Strategic Forces Subcommittee and had oversight responsibility for US nuclear deterrence, ballistic missile defense, and Department of Energy nuclear weapons programs.

During the administration of President George H.W. Bush, Subko was asked to join the staff of the Assistant Secretary of Defense for Legislative Affairs in the Office of the Secretary of Defense where he served as the special assistant for nuclear modernization. His principle responsibilities were to build Congressional support for the nuclear modernization and ballistic missile defense programs of the Bush administration. In this assignment, Subko provided legislative affairs assistance to the Assistant to the Secretary of Defense for Atomic Energy and the Under Secretary of Defense for Policy. He also coordinated the related legislative activities of the Joint Staff and the services.

In October 1993, Subko became the legislative liaison for the Defense Nuclear Agency. He remained in that position into that agency's transition to the Defense Special Weapons Agency in 1996. Upon the merger of the Defense Special Weapons Agency into the Defense Threat Reduction Agency in October 1998, he assumed his current position.

He received a bachelor's degree from the University of Southern California in international relations, and a master's degree in national security studies from Georgetown University.

January 2005



DEFENSE THREAT REDUCTION AGENCY
PUBLIC AFFAIRS

biography

Dr. James J. Tritten

Dr. James J. Tritten is the assistant Chief of Staff and chief, Training and Inspections Division, Combat Support Directorate, Defense Threat Reduction Agency (DTRA) in Albuquerque, N.M. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.



Dr. Tritten retired as a U.S. Navy officer in 1989, and during his career, he served as the assistant director, Net Assessment, Office of the Secretary of Defense; as a joint strategic planner in the Office of the Chief of Naval Operations; and in the fleet as a carrier-based naval aviator.

His previous government civilian jobs have been in positions at the Joint Training Directorate, U.S. Joint Forces Command, Suffolk, Va., as a special academic advisor to the commander, Naval Doctrine Command, Norfolk, Va; and as a faculty member and chairman of the National Security Affairs Department, Naval Postgraduate School, Monterey, Calif..

Dr. Tritten's awards and decorations include receiving the Chairman, Joint Chiefs of Staff Joint Meritorious Civilian Service Award, the Navy Superior Civilian Service Award, and the Defense Superior Service Medal.

He received a Ph.D. in international relations from the University of Southern California. His publications have won him a number of awards, to include the Alfred Thayer Mahan Award for Literary Achievement from the Navy League of the United States.

December 2006

Dr. Michael O. Wheeler

Dr. Michael O. Wheeler is the director of the Advanced Systems and Concepts Office (ASCO), Defense Threat Reduction Agency (DTRA), Fort Belvoir, Va. DTRA safeguards America and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear, and high-yield explosives) by providing capabilities to reduce, eliminate, and counter the threat, and mitigate its effects.

ASCO is DTRA's in-house strategic "think tank" for conducting high-impact studies and projects to reduce the threat from weapons of mass destruction (WMD).



Wheeler is on assignment to DTRA from the Institute of Defense Analyses (IDA). He remains a member of the Strategic Advisory Group, U.S. Strategic Command, and the Director's Review Committee for the Defense and Nuclear Technologies directorate at Lawrence Livermore National Laboratory. Previously, he served on the National Nuclear Security Agency Advisory Committee and has been a member of Defense Science Board task forces on future strategic strike and on missile defense. He was the staff director of the first Chiles Commission (the Commission on Maintaining U.S. Nuclear Weapons Expertise) and is currently working with the Defense Science Board task force on nuclear deterrent skills, chaired by Adm. Chiles.

Wheeler has a long career moving in and out of the analytic, policy, strategy, operations, and technical communities dealing with WMD issues. He has been on the senior research staffs at IDA, Science Applications International Corporation, and Systems Planning Corporation subsequent to his retirement from the Air Force in 1991 with the rank of colonel. His final military assignment was as the arms control advisor to the Chairman of the Joint Chiefs of Staff.

A 1966 Air Force Academy graduate, he spent 24 years on active duty. His staff assignments included being chief of the nuclear negotiations division on the Joint Staff; special assistant to the Chairman of the Joint Chiefs of Staff; special assistant to the Chief of Staff of the Air Force; executive secretary (then called staff secretary) of the National Security Council; planner on the Air Staff; and intelligence analyst at Tactical Air Command headquarters. His operational assignments included being director of operations of a Minuteman III missile wing; Minuteman III combat crew commander; and intelligence officer with an F-105 wing in Southeast Asia during the Vietnam War. His academic assignments included a research fellowship at the National Defense University and an associate professorship at the Air Force Academy. Wheeler was a White House Fellow in 1978-1979, assigned as special assistant to the Deputy Secretary of State and special assistant to a commissioner at the Nuclear Regulatory Commission. His awards and decorations include the Chairman of the Joint Chiefs of Staff Medal for Outstanding Public Service, the Defense Distinguished Service Medal, and the Bronze Star.

Earlier in his career, Wheeler was an adjunct faculty member of the political science department of the University of Maryland (Far East division) and of the philosophy department of the University of Colorado at Colorado Springs. He has a master's degree and a doctorate in philosophy from the University of Arizona, a master's degree in political science from Georgetown University, and a bachelor of science degree (with honors) from the United States Air Force Academy where he majored in international relations. He has completed the Massachusetts Institute of Technology Seminar XXI executive development program and is a graduate of the resident program at the National War College and the correspondence program for the Industrial College of the Armed Forces. He also is a graduate of the Minuteman III combat crew training program at Vandenberg AFB, Calif., and of the basic paratroop training program at Fort Benning, Ga.

Created - October 3, 2006



*Defense Threat
Reduction Agency*

Strategic Planning

EXECUTIVE SUMMARY

Making the World Safer

The Defense Threat Reduction Agency

The National Security Strategy of the United States of America, published in March 2006, names combating weapons of mass destruction (WMD) as one of the nation's nine essential tasks to provide enduring security for the American people. This recognition of the value of the fight against WMD validates the Secretary of Defense's 1998 decision to establish the Defense Threat Reduction Agency (DTRA) as a critical element in the Department of Defense's (DoD) response to the WMD threat. This decision sprang from the realization that a single agency could focus and improve the efforts of a number of organizations with expertise and experience in combating WMD.

DTRA is engaged in the global war on terror and is aligned with the White House's attendant strategies – most importantly the National Strategy to Combat Weapons of Mass Destruction – supplying tools, training and services as part of each of the three pillars of that strategy: nonproliferation, counterproliferation and consequence management. DTRA plays a critical role in the effort to “dissuade, deter, and defeat those who seek to harm the United States, its allies, and its partners, through WMD use or threat of use and, if attacked to mitigate the effects and restore deterrence.”

The National Defense Strategy of the United States of America, which flows from the National Security Strategy, sets forth DoD's efforts to combat WMD across four types of challenges: traditional, irregular, catastrophic and disruptive. In response, DTRA refocused its efforts, creating six campaigns that seek to answer the questions raised by these challenges now and in the future. The reorganized DTRA is positioned to serve as the principal integrator of intellectual, technical and operational capabilities necessary for both national and military strategies to fight WMD and support the warfighter.

As part of the overall Defense strategy, the 2006 Quadrennial Defense Review designated DTRA “as the primary Combat Support Agency for United States Strategic Command in its role as lead combatant commander for integrating and synchronizing combating WMD efforts.” Through this designation, DTRA supports the warfighter and strives to reduce the availability and effectiveness of WMD on the U.S. armed forces. DTRA combats WMD in partnership with the military services, combatant commands, other DoD components, and government agencies, including the Departments of Homeland Security, Energy and State, and the Federal Bureau of Investigation.

The 2006 DTRA Strategic Plan describes how the agency will evolve as the central player in its vital national security mission. It shows how the agency will fulfill its mission through carrying out the six campaigns. It further details how each campaign integrates the combined contributions of all DTRA's people and programs and guides near-term planning and long-term investments to ensure mission success. Finally, it describes how the agency's values and guiding precepts act as behavioral guideposts for DTRA's workforce and support structure.



Future Picture, Vision and Mission

DTRA's strategic planning efforts begin with our vision and mission, which describe the broad aims of the agency. These steer DTRA toward the realization of a future picture, which describes where the agency will be in 15 years. It is designed to provide long-range strategic planning guidance.

Future Picture

DTRA will be the intellectual, technical and operational leader for DoD and U.S. Strategic Command in the national effort to combat WMD. DTRA will be an agile, efficient and integrated organization composed of multitalented, innovative, diverse and principled people.

Vision

DTRA is making the world safer by combating the threat of WMD.

This vision statement stems from the agency's future picture. It is designed to focus DTRA's mission, define the agency's campaigns and provide customers with a bold view of its direction.

Mission

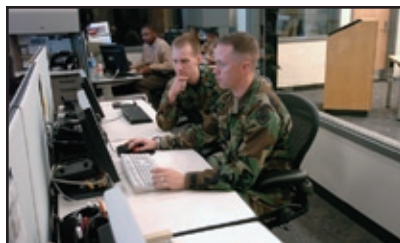
The mission of DTRA is to safeguard the United States and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear and high-yield explosives) by providing capabilities to reduce, eliminate and counter the threat and mitigate its effects.

The agency's mission takes the vision and the future picture and provides concrete guidance to the agency's workforce, while explaining what it can do for its customers. The designation of DTRA as the primary combat support agency for U.S. Strategic Command in its role as lead combatant commander for integrating and synchronizing combating WMD efforts is testament to the increasing recognition of DTRA's mission within DoD.



Campaigns

DTRA has six unique campaigns, each a focused and integrated effort and series of actions, designed to achieve a measurable goal, to achieve our future picture.



Campaign One:

Create the DoD Center for Global Situational Awareness of WMD

This campaign will develop and sustain the DoD capability to maintain continuous global situational awareness of WMD to support decisive action.



Campaign Two:

Control WMD Materials and Systems Worldwide

This campaign will develop technology, produce concepts of operations, execute operations and programs, and foster international partnerships, in concert with interagency organizations, to support DoD efforts to reduce the size and shape of the WMD threat through cooperative efforts, control WMD materials and systems worldwide, implement treaties, interdict WMD, integrate WMD elimination concepts and technologies, and encourage friendly states to combat WMD.



Campaign Three:

Protect the Department of Defense from WMD

This campaign will employ a systems approach with DoD, inter-agency and international partners. The campaign will conduct research, develop and transition WMD defensive technologies, develop and transition operational concepts, and provide operational capabilities to DoD customers.

Unique Campaigns



Campaign Four:

Provide for Homeland Defense against WMD Threats

This campaign will leverage existing capabilities and develop operating concepts and agency response capabilities, technologies, tools and training to enable DoD crisis and consequence management response and support of civil authorities to prevent or mitigate consequences of WMD attacks on the homeland.



Campaign Five:

Transform the Deterrent

This campaign will support the combatant commanders' ability to hold WMD and the associated infrastructure and leadership at risk through offensive means. Through a cooperative effort, all aspects of offensive operations — including intelligence, conventional and nuclear weapons and combat assessment — will be supported through technology research and development, concept development and operational support to help shape the tailored deterrence.



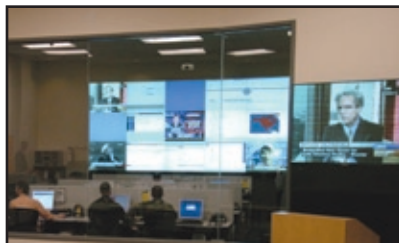
Campaign Six:

Business Excellence

This campaign will modernize how DTRA engages in business practices, align infrastructure capabilities and improve strategic workforce management to enable DTRA to better achieve its mission through the employment of best business practices. It will seek to revolutionize DTRA business practices to achieve best practice levels in order to improve efficiency and timeliness of business activities and support rapid, effective business decisions while anticipating problems rather than reacting to them.

Current Successes

DTRA has built its reputation by delivering timely and effective tools and capabilities to the warfighter to combat WMD threats worldwide.



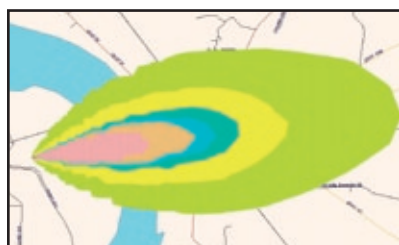
Global Operations Center

The operations center provides 24-hour WMD global situational awareness, integrating analysis and input from the United States and its allies. The center delivers to the warfighter consolidated insights, advocacy, predictive analysis and support across a wide array of activities and programs in the fight against WMD.



Joint Staff Integrated Vulnerability Assessments (JSIVA)

DTRA conducts JSIVAs annually at DoD installations worldwide. The teams determine vulnerabilities and provide options to assist installation commanders in mitigating or overcoming them. DoD guidelines require assessments such as these at each installation at least every three years. The agency also provides education and training assistance so commanders can establish their own teams and increase their anti-terrorism and force protection knowledge base.



Hazard Prediction and Consequence Assessment

DTRA developed and maintains software to provide the warfighter and emergency first responders with the means to accurately predict the effects of hazardous materials released into the atmosphere, and their impact on civilian and military populations. The system uses advanced weather analysis and atmospheric behavior models to model hazards accurately and rapidly. This reachback capability supports consequence assessment and management, response and recovery from WMD hazards.

Current Successes



Hard Target Defeat

DTRA develops and demonstrates technologies, tactics, techniques and procedures to hold at risk and defeat critical military targets protected in tunnels and other deeply buried, hardened facilities. This program draws on and integrates capabilities from the intelligence community, tactics from the operational and warfighting community, and emerging technologies from the science and technology community. Recent examples include development of thermobaric warheads and enhanced-blast Hellfire missiles for Operation Enduring Freedom and planning and targeting for Operation Iraqi Freedom.



Domestic Nuclear Event Attribution (DNEA)

DTRA is managing the DNEA program to rapidly and accurately assign responsibility for a nuclear or radiological incident. This program focuses, integrates and improves techniques and procedures to analyze debris and combine intelligence and law enforcement information to determine the design, designers and origin of a nuclear or radiological incident. Program partners include the departments of Homeland Security, Justice and Energy, eight national laboratories and the intelligence community. The program began in 2000, and DTRA achieved initial operating capability on December 31, 2005.



Clean Audit Opinion

The Defense Department has made achieving a department-wide “clean audit” of its financial statements a top priority. A clean audit reflects employment of superior management and keen oversight of financial statements and associated business operations. DTRA continues to demonstrate business management success and fiscal responsibility, receiving four clean audit opinions in a row, and is committed to continued financial and managerial excellence.

The Way Forward

Below are examples of key elements of the six agency campaigns to be conducted over the next several years.



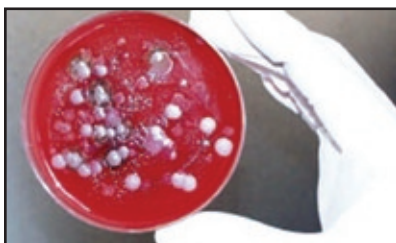
The U.S. Strategic Command Center for Combating WMD (SCC-WMD)

DTRA is the home of the USSTRATCOM SCC-WMD. The SCC-WMD was created to integrate and synchronize DoD-wide efforts in direct support of USSTRATCOM's global mission to combat WMD. The Quadrennial Defense Review highlighted DTRA's role in this area and DTRA will continue to augment its attendant capabilities. The SCC-WMD achieved its initial operational capability in January 2006 and continues to expand the range of products and services to combat WMD for USSTRATCOM.



Weapons Elimination

DTRA is working with the U.S. Army's 20th Support Command (Chemical, Biological, Radioactive, Nuclear, and High-Yield Explosives) to provide them with capabilities to serve as a joint task force for WMD elimination missions by 2007. DTRA has a long record of success in the cooperative elimination of WMD and related systems in the former Soviet Union. WMD elimination missions in other areas, such as planning performed by the agency to support Operation Iraqi Freedom, have provided valuable experience and important lessons learned.



Joint Chemical-Biological Defense Program

DTRA manages DoD's science and technology efforts in support of the Joint Chemical and Biological Defense Program. Technology developed under this program will enable the warfighter to survive and effectively conduct military operations in the presence of chemical and biological hazards. One portion of this program, mandated by the Quadrennial Defense Review, will develop broad-spectrum countermeasures with applicability to genetically-engineered biological threats.

The Way Forward



Defense Threat Reduction University

DTRA is developing a Defense Threat Reduction University, focused on providing coordinated education, training and research on the full range of WMD-related topics. This capability will function at the international, federal, state and local levels and is being developed in collaboration with the Pentagon, the military services, the combatant commands and the Joint Staff.



Global Strike

DTRA is working with USSTRATCOM on Global Strike, a portfolio of programs to develop, integrate and demonstrate improved capabilities to find, characterize, plan, execute and assess limited-duration, rapid response strikes. These Global Strike projects will provide enhanced strike modeling and simulation, sensor capabilities for battle damage assessments and validated weapon concepts and employment tactics.



Strategic Workforce 2010

DTRA is committed to recruiting, developing and retaining a highly talented and diverse workforce. The agency attracts the best talent through recruitment, university partnerships, job fairs, conferences and advertising. Through individualized development plans, mentoring, rotational assignments, formal training and internal promotion, DTRA ensures that its employees have the skills to succeed. DTRA was among the first defense agencies to join the DoD's National Security Personnel System in 2006, and will use this new system to meet its strategic workforce needs.

Values

DTRA's values allow agency personnel to meet their commitment to total customer satisfaction by meeting and anticipating customer needs.



Successful organizations thrive on values that encourage all employees to perform to their utmost. DTRA recognizes that spreading the agency's values throughout the workforce requires strong leadership commitment. The agency's values, displayed in its products and services, play an important role in the life of the agency and ensure mission success.

Our People: We are a diverse and ever-improving workforce, empowered to achieve. Everyone has equal opportunity to contribute to a dynamic team that recognizes effort and results. Our families are important. We enjoy our work.

Integrity: Top to bottom, we are an agency with the highest ethical standards. Our word is our bond. We are faithful stewards of the taxpayers' trust.

Excellence: We deliver quality, timely solutions. We are committed to continuous improvement.

Innovation: We leverage individual creativity through teamwork. Risks are managed, not avoided.

Precepts

DTRA's precepts help employees understand behavioral expectations, embody the agency's values and perform the mission.

These precepts provide the guidelines for all employee interactions.

Reward excellence

The agency will hire, reward and promote employees based upon merit. This enables the agency to acquire, keep and foster the best talent available.

Communicate honestly

The agency must communicate in a timely and accurate way, while safeguarding protected information, so that employees and the public can understand the agency, its mission and its programs.

Collaborate internally and externally

DTRA leverages its resources best through a team approach to solving problems for the warfighter. The same approach is extended to cooperation with external organizations.

Serve patriotically

The agency serves the national interest best by supporting the objectives of the White House, DoD, the military services and the combatant commands.

Act mindfully

Everything the agency and its employees do is subject to scrutiny. Each employee is responsible for behaving ethically, and each must be mindful that the agency's reputation is critical to serving its customers.

Our People

Our people make it possible to move DTRA toward fulfilling its mission. They are guided daily by the agency's values and precepts. DTRA's future goals are attainable because of the continuous development of our diverse, innovative and skilled workforce.

Courses, programs, training and outreach increase the effectiveness of the agency's personnel. By developing the individual, the team and agency as a whole benefit from their improved skill sets. It is the workforce's continued leadership and dedication that allows DTRA to look to the future.



Leadership and Development

DTRA strives to foster leaders and empowers them to achieve. Leadership courses are tailored to the employees' skill sets. These courses give them the tools to improve their leadership abilities. Through mentoring programs at DTRA, the employees also increase their knowledge, sharing, innovation, collaboration and organizational skills.



Sustainment

DTRA aims to continue and enrich each employee's academic and scholarly pursuits. Academic programs allow employees to obtain their bachelor's degree, master's degree or doctorate in fields related to their jobs. Employees can also expand their scope of knowledge right at their desk through online training programs in professional development.



Revitalization

DTRA seeks to hire a highly talented and diverse workforce. Students are hired within the agency to encourage their involvement in the federal government. The agency participates in outreach programs that focus on partnerships with educational institutions, as well as other government agencies and private companies, to increase our diverse applicant pool.

Balancing Work and Life

DTRA wants to help employees balance work and family responsibilities. Work Life programs and policies include child care, counseling, leave options, relocation assistance and flexible work schedules. These programs positively impact employee productivity, recruitment, retention and absenteeism. The agency is committed to creating a family-friendly work environment for all employees.



Defense Threat Reduction Agency

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DEFINITIONS

The following definitions apply to Management Directive 715:

- **Applicant:** A person who applies for employment.
- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.
- **Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.
- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on a Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. 1630.2 applies.
- **Civilian Labor Force (CLF):** Persons 16 years of age and over, except those in the armed forces, who are employed or are employed and seeking work.
- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.
- **Employees:** Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions
- **Employment Decision:** Any decision affecting the terms and conditions of an individuals employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- **Feeder Group or Pool:** Occupational groups(s) from which selections to a particular job are typically made.
- **Federal Categories (Fed9):** For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. The crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.
- The nine job category titles are:
 - Officials and Managers-Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) *Executive/Senior-Level*, (2) *Mid-Level*, (3) *First-Level* and (4) *Other*. When an employee is classified as a

supervisor or manager, that employee should be placed in the Officials and Managers category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the *First-Level* sub-category of Officials and Managers, those at the GS-13 or 14 should be in the *Mid-Level* sub-category, and those at GS-15 or in the SES should be in the *Executive/Senior-Level* sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in the three sub-categories. The fourth sub-category, "*Other*," contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "*Other*" sub-category.

- Professionals – Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientist, teachers, surveyors and kindred workers.
- Technicians – Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 years of post high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers
- Sales – Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.
- Administrative Support Workers – Includes all clerical-type work regard-less of level of difficulty, where the activities are predominantly nonmanual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typist and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

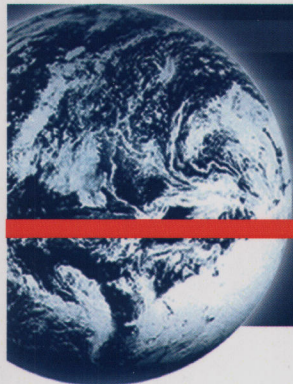
Craft Workers(skilled)- Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters,

electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

- *Operatives* (semiskilled) – Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
- *Laborers* (unskilled) – Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washes and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
- *Service workers* – Workers in both protective and non-protective service occupations. Includes, Includes: attendants (hospital and other institutions, professional and personal service, including nurses aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

- **Fiscal Year:** The period from October 1 of one year to September 30 of the following year.
- **Goal:** Under the Rehabilitation Act, and identifiable objective set by an agency to address or eliminate barriers to equal Employment opportunity or to address the lingering effects of past discrimination.

- **Major Occupations:** Agency Occupations that are mission related and heavily populated, relative to other occupations within the agency.
- **Onsite Program Review:** Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.
- **Reasonable Accommodation:** Generally, any modification or Adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).
- **Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
- **Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
- **Section 717 Program:** The affirmative program of equal Employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.
- **Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.
- **Special Recruitment Program:** A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.
- **Targeted Disabilities:** Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5) complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) illness; and 9) distortion of limb and/or spine.
- **Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.
- **Under representation:** Result of conditions in which the Representation of EEO groups is lower than expected.



Disabilities and Reasonable Accommodations

DTRA

Making the World Safer

Every day the Defense Threat Reduction Agency benefits from the contributions of individuals with disabilities who serve in our workforce. We continually strive to maintain our status as a model employer and are committed to ensuring that all of our people have the opportunity to perform their jobs to the best of their ability in a safe and secure manner. The move of our workforce in the National Capital Region (NCR) to the new Defense Threat Reduction Center (DTRC) offers a chance to reconfirm this commitment and ensure that our employees are aware of disability employment programs and resources.

The Rehabilitation Act of 1973, as amended, laid the groundwork for federal agencies' responsibilities relative to reasonable accommodations. This law prohibits federal employers from discriminating against qualified individuals with disabilities and requires them to take affirmative action to employ and advance in employment qualified individuals with disabilities. It also requires them to provide reasonable accommodations to applicants and employees with disabilities unless doing so would cause undue hardship.

Examples of reasonable accommodation include making existing facilities used by employees readily accessible to and usable by an individual with a disability; modifying work schedules; acquiring or modifying equipment; providing qualified readers or interpreters; or appropriately modifying examinations, training, or other programs. Reasonable accommodation also may include reassigning a current employee to a vacant position for which the individual is qualified, if the person is unable to do the original job because of a disability even with an accommodation. However, there is no obligation to find a position for an applicant who is not qualified for the position sought. Employers are not required to lower quality or quantity standards as an accommodation; nor are they



obligated to provide personal use items such as glasses or hearing aids.

The decision as to the appropriate accommodation must be based on the particular facts of each case. In selecting the particular type of reasonable accommodation to provide, the principal test is that of effectiveness, i.e., whether the accommodation will provide an opportunity for a person with a disability to achieve the same level of performance and to enjoy benefits equal to those of an average, similarly situated person without a disability. However, the accommodation does not have to ensure equal results or provide exactly the same benefits.

Employees or applicants with disabilities who need reasonable accommodation are responsible for making their needs known to the appropriate official. A variety of resources are available to assist DTRA managers in making accommodations so they can hire, retain and advance qualified individuals with disabilities. If you have a question about disability employment issues or you want to request a reasonable accommodation, you should contact the Equal Opportunity and Diversity Programs Office (EO) at 703.767.4451 or 1.800.824.8823. Employees in the DTRA Albuquerque location should call EO at 505.853.0648.

Managers and employees may also contact the Occupational Health Office (ESOH) for specific advice and guidance on medical issues related to requests for reasonable accommodations. ESOH will help determine if there are any restrictions in performing the essential functions required in a specific job and assist with determining appropriate accommodations. Please call

703.767.4997; those in the DTRA Albuquerque location may call 505.853.2156.

You may also obtain general guidance from the following:

[DTRAnet Electronic Publications-Instruction 5505.3](#)

This instruction prescribes policy and procedures for processing requests for Reasonable Accommodation.

[Office of Personnel Management \(OPM\) Disability Employment Web Page](#)

The federal government's centralized website for information about issues related to the recruitment, employment and retention of individuals with disabilities in the federal government, including guidance on reasonable accommodations.

[Job Accommodation Network \(JAN\)](#)

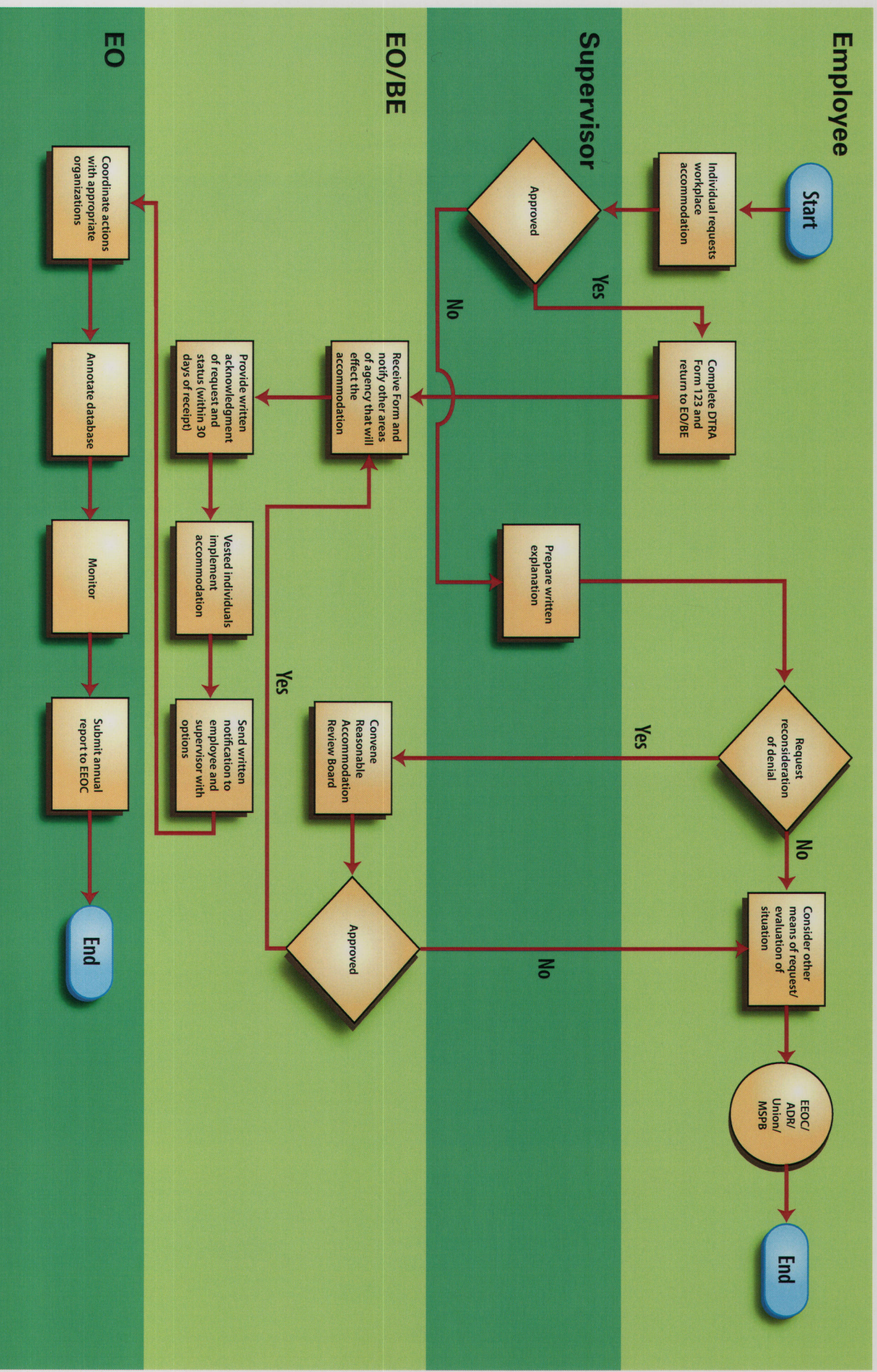
A free service from the U.S. Department of Labor's Office of Disability Employment Policy that provides individualized accommodation solutions for both public- and private-sector employers via the phone and Web.

1.800.526.7234 (V/TTY)

[Computer/Electronic Accommodations Program \(CAP\)](#)

The federal government's centrally funded accommodation program. Established and managed by the U.S. Department of Defense, CAP provides assistive technology and services free of charge to more than 50 other federal agencies through partnership agreements. In addition to conducting needs assessments to identify the most appropriate solution for each individual requesting accommodation, CAP procures and delivers the accommodation and covers the costs of installation, integration and user training.

Reasonable Accommodation



HOW TO **Communicate** WITH **Coworkers** *with* **Disabilities**

The corporate office can be filled with potential landmines. For example: You meet up with your new coworker, who is in a wheelchair, in the company hallway. Up until this point, you've only had a chance for some limited small talk, but as far as you can tell, you've hit it off well. As you proceed along the hall with some office chit-chat, you notice the corridor begins to slope upward. Noticing your colleague is now having slight difficulty moving the wheelchair up the incline, you think nothing of it as you take hold of the chair from behind and gently guide it toward the end of the hallway.

BY ERIC L. HINTON

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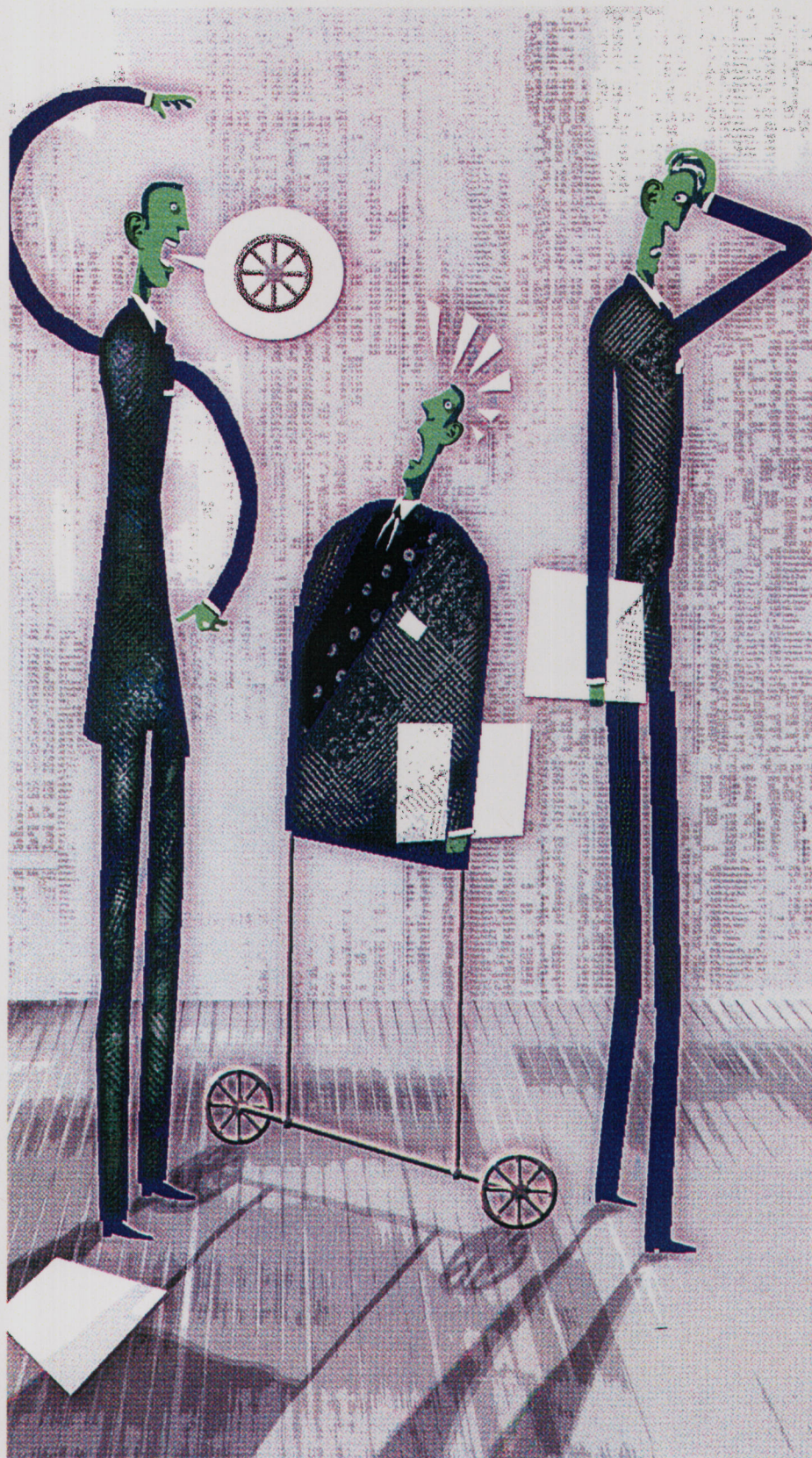
Good Deed, Right?

Wrong. Instead of gratitude, your new colleague looks at you with an unexpected mixture of anger and resentment. As you come to the end of the hall, he rolls away without as much as a word. The incident leaves you befuddled and a little angry. Where was the disconnect?

"Some people are going to want you to assist them if they're in a wheelchair, and others aren't," says Michael Takemura, director of the Hewlett-Packard Accessibility Program Office. Hewlett-Packard (H-P) is No. 3 on the DiversityInc Top 10 Companies for People With Disabilities list. "I'm very sensitive to the fact that if you're a person in a wheelchair, then that is an exten-

sion of that person. So you don't go up and lean on it or automatically start pushing it," says Takemura, who's been using a wheelchair for the past 25 years. "It's the same if you're interacting with a blind person. You don't go up and grab them by the arm and start leading them somewhere. You offer your arm."

The gray area between being supportive and overbearing can be difficult to navigate. According to the 2004 National Organization on Disability/Harris Survey of People with Disabilities, only 35 percent of working-age people with disabilities are employed. But what muddies the issue is that there are no set parameters when it comes to interacting with colleagues with disabili-



ties. What might be perfectly acceptable in one case, such as assisting someone in a wheelchair, might be offensive in another scenario.

"We can't use a cookie-cutter approach and believe everyone with a disability will react the same way," says Takemura. "Each person is an individual and just as you would [act differently toward] two people without a disability, you'll find the disabled have different preferences about their personal space and the way they want to be addressed."

Be Open, Be Honest

It's this uncertainty in terms of how to act, and in some cases what to say, that potentially can lead to disruptions in the workplace. Clear communication between coworkers can mean the difference between a profit and a loss.

W. Roy Grizzard Jr., the first assistant secretary for the Office of Disability Employment Policy, believes open communication must start largely with the worker with the disability. Grizzard has retinitis pigmentosa, a degenerative disorder of the retina, and is legally blind. Diagnosed in his mid-20s, Grizzard's vision has been likened to viewing the world through a straw, as those with this disease cannot see above, below or beside them.

"What you want in a work situation is for people to feel comfortable. It's my opinion that the person with the disability needs to be open and upfront about it ... especially if it's a condition that is physical and observable," says Grizzard. "Get it out there and let your colleagues know if you have any special needs at work to put them at ease. Make them comfortable."

For instance, Grizzard, who uses

ILLUSTRATION / VICTOR GAD

a cane, lets colleagues know upfront that he can read print if it's directly in front of him, "but I have no peripheral vision. So I ask coworkers to let me know if they're in a room when I walk in because it's likely that I won't see them."

Such open and upfront communication may run contrary to that old adage that you don't discuss religion, politics or finances in the workplace. Unsaid, but still present in the spirit of that adage, is that you also don't discuss other personal, potentially hot-button issues in the workplace, such as race, sexual orientation or physical and/or mental disability, for fear of offending a colleague.

Open dialogue is critical to putting all parties at ease, believes Grizzard. For instance, able-bodied employees shouldn't feel their communications must be stifled if they're working with someone who has a disability.

"For example, if you have a blind

coworker, you should feel perfectly comfortable if you're at the water cooler talking with colleagues, asking someone if they 'saw' the baseball game last night," says Grizzard. "You should understand with a blind person they can watch that baseball game as well, just in a different way."

Sharing Without Intruding

Born with osteogenesis imperfecta (brittle bone disease), Deborah Dagit is slightly more than four feet tall and walks with a cane. But as executive director of Diversity & Work Environment for Merck & Co., No. 9 on the DiversityInc Top 10 Companies for People With Disabilities list, she lectures to corporate executives, serves on the Conference Board Workforce Council on Diversity, and has been instrumental in establishing disability—alongside race, age, ethnicity, gender and sexual orientation—as part of the realm of workplace

diversity. She believes it's normal for a coworker to be curious about a colleague's disability and says sharing that information could be conducive to a working relationship. But there's a way to inquire without intruding on that coworker's privacy. For instance, it would be completely inappropriate to walk up to a colleague with a disability and ask him how he wound up in a wheelchair, or to ask a visually impaired coworker how long has he been blind or how he lost his sight.

"It's similar to acknowledging a difference in someone because of race, age or any other physical sign that there is something 'different.' You should feel free to acknowledge it, but in an appropriate, respectful way," Dagit says. "If it's simple idle curiosity, then it's inappropriate. But if there's a genuine need to know or part of the exchange of information in the relationship-building process, then it may be OK. In that respect, it may be along the same lines of if I wanted to learn more about someone's heritage."

Dagit, who has compiled a guide to accommodating people with disabilities (see excerpts), says what proves to be particularly irksome for her is when a colleague is acting in an offensive manner without realizing it. For example, Dagit finds it exasperating when a colleague exudes admiration for her solely because she excels despite her physical limitations.

"Such a response makes it seem like the person's life is lesser ... and that they are overcoming an obstacle just by existing," Dagit says. "The truth is, many disabled don't view their disability as a liability any more than another person would view their skin color, age or sexual orientation. It's simply a part of who they are."



Getting to Know You

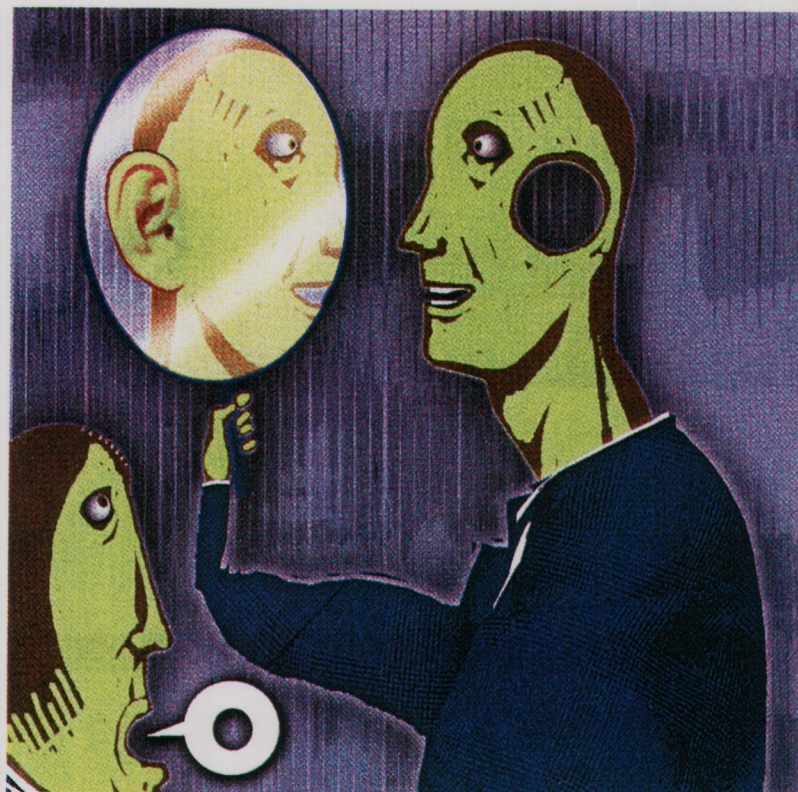
Nancy Starnes, vice president and chief of staff for the National Organization on Disabilities (N.O.D.), believes the etiquette on how people with disabilities interact with their coworkers is set early in the relationship-building process.

"Any time there is someone new that is different in some way, there will be discussion," Starnes says. "If that person has a disability, that discussion could be about would this person blend with the team and what will he or she add. Those initial doubts are natural. It can and should be discussed. It's the only way to get beyond what those differences are."

But the first question out of your mouth never should focus on the disability. Instead, offers Starnes, take time to get to know your colleague.

Takemura lost the use of his legs when he was 19 following an automobile accident. "I didn't know anyone with a major disability prior to my accident," says Takemura. "I remember seeing a young man in a wheelchair at my church doing wheelies down a hill and thinking, 'Hey, that's kinda cool,' but I had never talked to him. And if I recall, I think I might have even been a little bit nervous talking with someone with a disability. I can remember when I first took on the responsibility of the accessibility program and began to engage with people who were profoundly deaf or blind on an ongoing basis. There were things I needed to learn in terms of being sensitive and understanding that no two people are going to be the same."

As director of the Hewlett-Packard Accessibility Program Office, Takemura is responsible for developing H-P's overall accessibility strategy. His office guides corpo-



ratewide accessibility in product design, engineering, product development, documentation, Web services, support and programs for people with disabilities. He's also involved in a Web-based training program that instructs all H-P employees on how to interact with their colleagues with disabilities.

"The first thing is to be sensitive to the fact that most people are not raised [by] and don't have a close relationship with someone with a significant profound disability," he says. "And if they do, then maybe it's not on an ongoing basis, so perhaps they're not really sure how to engage with that person." Or, says Takemura, perhaps the one person they have engaged with was someone receptive to assistance, whereas another person with a disability might find the mere offer of assistance offensive.

Non-Visible Disabilities

It's easy enough to know to adapt

your office behavior if one of your colleagues has a visible physical disability, but there are many who may have disabilities that aren't physical or apparent in nature, such as those suffering from auditory ailments or mental disabilities. Not surprisingly, the rules are very much the same—treat those colleagues with courtesy in respect to their disability.

For example, when working with the hearing impaired, Dagit says much of it boils down to simple common sense. "Just understand different people will rely on different things depending on what works best for them. For someone that relies on lip reading, it makes a world of difference if they can see your lips moving," she says. When working with the hearing impaired, Dagit suggests avoiding behavior like over-enunciating or yelling to them. Also, if that person relies on working with an interpreter, you should direct your conversation at your colleague, not the interpreter.

"And if the person cannot rely on spoken speech, today, technology has made it much easier when we can use things like blackberries and text messengers," she says. "There's so much at our disposal that can make communication easier."

When it comes to working with colleagues who have mental illnesses (i.e., psychiatric, learning and developmental disabilities), understanding what specific challenge your colleague is dealing with may be half the battle of successful communication.

"When it comes to issues of mental health, the stigma issues are much greater, and as a result, people are reluctant to disclose that they are struggling with a mental-health issue," says Dagit. "But it's important to maintain a relationship with these workers and provide a supportive work environment because people with mental-health challenges are generally much more productive if they remain employed as opposed to being put on some type of medical leave."

The onus for opening the door on this communication generally lies with the colleague with a disability, largely because he or she will know what special needs or requirements, if any, they have in the workplace. They also can offer guidance in terms of what type of behavior and language is appropriate.

"It's critical at the very early stages for the person with a disability to have that open-door policy ... to let others know I'm open to talking about this if it doesn't make you uncomfortable," says Takemura. "From my perspective, it's always nice to give that other coworker an out. That's to say, 'Hey, I'd like to talk about this, but if at any time it makes you feel uncomfortable, let me know.' That way, I'm giving that person the opportunity to say 'I'd

rather not talk about this.'"

That notion of mutual responsibility is shared by Jim Sinocchi, director of HR communications for IBM, who is a paraplegic.

"It's not solely the able-bodied person's responsibility to make this process work. It's also the responsibility of the employee with a disability to be patient and attempt to find a way to connect with his fellow employees and get them to relax if

"The truth is, many disabled don't view their disability as a liability any more than another person would view their skin color, age or sexual orientation."

Deborah Dagit, Merck & Co.

he sees there's an initial discomfort.

That interaction will be critical to everyone getting the job done," says Sinocchi. "Obviously, if a person can't overcome their fear, there's only so much you can do. But the idea is to let your employees see you as someone to be counted on in the office and as an expert in your field, not someone to simply be spoken to out of compassion."

Corporate Best Practices

Corporations across the country are attempting to make this process easier for all involved. Beginning this month at JPMorgan Chase, employees can partake in a Web seminar on issues of etiquette, which will include working with colleagues with disabilities.

"Our Web teaching seminar will deal with many issues of etiquette, including working and interacting with physically disabled colleagues," says Joan McGovern, a vice president with JPMorgan Chase, No. 4 on the Top 10 Companies for People with Disabilities list, and director of the organization's Access

Ability Resource Center.

"It looks at etiquette from a standpoint of how you interact with people in a wheelchair or people who are deaf or hard of hearing. It walks you through what to do and how to respond in particular situations. We reached out to our disabled work force here at JPMorgan and our external partners to put this together," she says.

Such a course could go a long

way to ending some of the unwanted "assistance" that often comes his way, says Grizzard.

"I get grabbed all the time," laughs Grizzard. "It's generally people trying to be helpful, but it's not appropriate to automatically grab a person or see someone with a wheelchair and start pushing them someplace they might not want to go," he says. "It all comes down to common courtesy and communication. You can ask a person with a disability if they need assistance. But don't assume they need it."

Adds Dagit, "We have a long way to go, as evidenced by the high unemployment rate of people with disabilities. And as someone with a disability that is very visible, I can't recall a time when I've gotten through a whole week, or day, for that matter, when it hasn't been a challenge. It's still challenging to be a person with a disability because people will struggle with how to interact and include you. And the more critical the relationship, the greater degree of challenge you're going to face." **DI**



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